

**CERTIFIED MANAGEMENT ACCOUNTANTS OF ONTARIO  
2011 CMA / CANDIDATE COMPENSATION SURVEY  
ON INCOME EARNED IN 2010**  
— Detailed Results —

*Prepared for:*  
**CERTIFIED MANAGEMENT ACCOUNTANTS  
OF ONTARIO**

*Prepared by:*  
**RESEARCHWORKS INC.**



**June 30, 2011**

## TABLE OF CONTENTS

I.	INTRODUCTION AND OBJECTIVES .....	1
II.	METHODOLOGY AND SELECTED DEMOGRAPHICS.....	2
III.	KEY RESULTS .....	6
	<b>PART 1: CMAs</b> .....	6
	Overview – CMA Profile .....	6
	Total Cash .....	7
	Total Cash Historical Comparison .....	8
	Base Salary.....	9
	Commissions, Bonuses, Profit Sharing or Incentives .....	9
	Benefits.....	10
	Satisfaction with Compensation .....	11
	Participation in Stock Options .....	12
	Total Cash by Selected Demographics .....	13
	<b>PART 2: CANDIDATES</b> .....	22
	Overview – Candidate Profile .....	22
	Total Cash .....	23
	Total Cash Historical Comparison .....	25
	Base Salary.....	26
	Commissions, Bonuses, Profit Sharing or Incentives .....	26
	Benefits.....	27
	Satisfaction with Compensation .....	28
	Participation in Stock Options .....	29
	Total Cash by Selected Demographics .....	30
	<b>APPENDICES:</b>	
	Appendix A: Statistical Definitions	
	Appendix B: Compensation Survey Questionnaire	
	Appendix C: Detailed Data Tables	

---

# **CERTIFIED MANAGEMENT ACCOUNTANTS OF ONTARIO 2011 CMA / CANDIDATE SURVEY ON INCOME EARNED IN 2010**

**– Summary of Results –**

## **I. INTRODUCTION AND OBJECTIVES**

Certified Management Accountants of Ontario (CMA Ontario) commissioned ResearchWorks Inc. to conduct a secure web-based survey of its CMA and candidate members regarding income earned in 2010. For a total CMA / candidate population size of 18,534 (as of May 1, 2011), 17,977 valid e-mail invitations<sup>1</sup> were distributed and 4,742<sup>2</sup> surveys were completed for an overall response rate of 26% (based on valid e-mail invitations). Surveys were completed between April 18 and May 2, 2011.

Key objectives were to determine the following:

- earning levels (base salary, additional cash – commissions, bonuses, profit-sharing, or other incentives – and total cash) of CMAs and candidates
- educational background, employment status, years of business experience, number of hours worked, business sector, position and level within their organization, benefits received, and level of satisfaction with overall compensation
- compensation by key demographic variables
- participation and redemption of stock options

The balance of this report consists of the following sections:

- **METHODOLOGY AND SELECTED DEMOGRAPHICS**
- **KEY RESULTS**
  - PART 1: CMA
  - PART 2: CANDIDATE
- **APPENDICES:**
  - A: Statistical Definitions
  - B: Compensation Survey Questionnaire
  - C: Detailed Data Tables

---

<sup>1</sup> Starting list of 18,164 – 187 e-mails that were undeliverable.

<sup>2</sup> 13 retired CMA survey responses were not included in the overall response rate calculation.

## II. METHODOLOGY AND SELECTED DEMOGRAPHICS

Online surveys were completed by Ontario CMAs and candidates between April 18 and May 2, 2011. An invitation to complete the online survey was sent by ResearchWorks Inc. to all CMA members and candidates in good standing with an e-mail address on file with CMA Ontario. One e-mail reminder was sent to those members who did not complete a survey.

In total, 17,977 valid e-mail invitations were distributed and 4,742 surveys were submitted for an overall response rate of 26% (based on valid e-mail invitations).

### E-Mail Distribution

	Actual Population*	E-mails Sent	Rejected	Valid E-mails
CMA	15,937	15,888	183	15,705
Candidate	2,597	2,276	4	2,272
<b>Overall</b>	<b>18,120</b>	<b>18,164</b>	<b>187</b>	<b>17,977</b>

\* NOTE: Actual population as of May 1, 2011

As with past surveys, the return rate (based on valid e-mail invitations) was higher for candidates (32%) than for CMAs (25%)<sup>3</sup>.

A total of 4,202 surveys were used for the final salary portion of the report (3,524 CMAs + 678 candidates), which represents 23.4% of valid e-mails sent. In some instances, due to non-response, the sample size is less than the aforementioned totals.

Where more than one response is allowed for a single question (multiple response), and percentages do not add to 100%, tables are marked. Responses for a single-response question may also not add to 100% due to rounding error. Any percentages less than one are reported to the first decimal place.

**NOTE: when interpreting results: sample sizes under 50 respondents are considered to be small and caution should be exercised. This applies to some findings in the candidate section.**

**Where no logical order is otherwise apparent, results are sorted by percentage.**

**Unless otherwise noted, all subsequent tables include only valid responses – “no response” was declared missing.**

<sup>3</sup> Does not include 13 retired CMAs.

All surveys received, by employment status, were as follows:

**Employment Status (All Surveys)**

	<b>CMA</b>	<b>Candidate</b>	<b>Total</b>
<b>BASE</b>	<b>4,010</b>	<b>732</b>	<b>4,742</b>
	<b>%</b>	<b>%</b>	<b>%</b>
Full-time (35+ hrs / week)	91	94	91
Part-time (<35 hrs / week)	0.8	0.5	0.8
Self-employed	5	1	4
Contract	1	3	1
Unemployed	1	1	1
Leave / extended absence	1	0.3	0.9
Retired	0.3	--	0.3

Q7. Your employment status as of December 31, 2010.

After filtering for respondents indicating full-time, contract or self-employed status and working a minimum of 35 hours per week the breakdown of work location was as follows:

**One Main Work Region  
(Qualified Salary Survey Respondents  
Before Filtering for Working in Ontario)**

	<b>CMA</b>	<b>Candidate</b>	<b>Total</b>
<b>BASE</b>	<b>3,768</b>	<b>706</b>	<b>4,474</b>
	<b>%</b>	<b>%</b>	<b>%</b>
Ontario	95	98	95
Other Canada	0.6	1	0.7
USA	3	--	2
Mix of Countries	0.3	--	0.2
Other International	1	1	1

Q10. Region where you primarily work:

**Final Salary Sample**

Salary information was tabulated only for those CMA Ontario respondents who reported salary information and worked on a “full-time” basis as of December 31, 2010. **Full-time** was defined as reporting employment status as full-time, contract or self-employed and working a minimum of 35 hours per week. Another requirement for inclusion was working in the province of Ontario. Due to unreliable salary data, 20 cases were removed from the final salary data set.

“**Total cash**” is comprised of annual base salary reported plus any commissions, bonuses, profit sharing or incentives received in 2010. Employer-granted stock options exercised in 2010 were not included in total cash; this information is presented separately.

The final CMA salary sample size is 3,524 and the final candidate salary sample size is 678, for a total of 4,202 Ontario work-based members. The final salary sample by Ontario work location is as follows:

**CMA / Candidate Final Salary Sample by Ontario Work Location**

	<b>BASE</b>	<b>CMA</b>	<b>Candidate</b>	<b>Total</b>
		<b>3,524</b>	<b>678</b>	<b>4,202</b>
		<b>%</b>	<b>%</b>	<b>%</b>
Toronto		39	51	41
Ottawa Valley		15	10	14
Peel / Mississauga		11	16	12
Grand River		6	3	6
York		4	3	4
London		4	3	3
Halton		3	2	3
Hamilton		3	1	3
Durham		2	1	2
Kitchener-Guelph		1	3	2
Niagara		2	0.4	1
Windsor		1	0.9	1
Georgian Bay		1	0.7	1
Sudbury		0.9	0.7	0.9
Brantford		0.9	0.3	0.8
Sault Ste. Marie		0.7	0.4	0.6
Bay of Quinte		0.6	0.3	0.6
Lakehead		0.6	0.1	0.5
Lambton-Bluewater		0.7	--	0.5
North Bay		0.5	0.3	0.5
Kent County		0.3	0.4	0.4
St. Lawrence River		0.4	--	0.4
Liftlock		0.3	--	0.3
Peterborough		0.2	0.1	0.2
Far North		0.2	0.3	0.2
Kingston		0.2	0.1	0.2
Other Ontario		1	2	1

Q10. Region where you primarily work:

\* NOTE: For all further tables: the total sample size does not equal the full sample unless all respondents answered the question.

Statistics used for salary calculations were mean, median (50<sup>th</sup> percentile), minimum, maximum, 25<sup>th</sup> percentile and 75<sup>th</sup> percentile. The 50<sup>th</sup> percentile / median is the middle number in an ordered sequence of numbers.

CMA and candidate total salary data is skewed, due to one or more cases lying outside of a “normal” distribution. **Therefore, the median is considered to offer a more realistic measure of central tendency. The median should be considered in lieu of mean when publishing salary data.**

The **mean** and **median** for commissions, bonuses, profit sharing or incentives were calculated using two different methods:

- 1) based only on those respondents reporting a commission, bonus, profit sharing or incentive, and
- 2) based on all respondents in the final salary survey sample. Total cash results are the same for both methods

All the salary data were rounded to the nearest \$100 for ease of reading.

Where more than one response is allowed for a single question (multiple response), percentages may not add to 100%. Responses for a single-response question may also not add to 100% due to rounding error. Any percentages less than one are calculated to the first decimal place.

**Also please note, when reading the detailed tables in Appendix C, “group total” statistics for any given variable are dependent on the sample size for that variable, and therefore will vary slightly.**

### III. KEY RESULTS

#### PART 1: CMAs

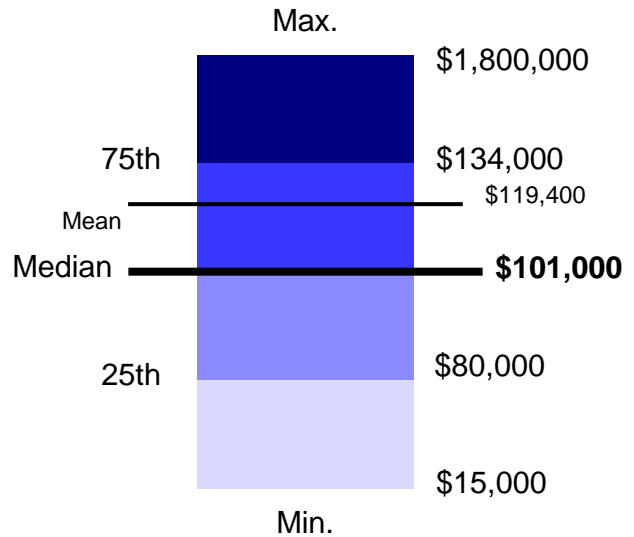
##### Overview – CMA Profile

The following profile is for those CMAs who reported full-time, self-employed or contract status, and worked at least 35 hours per week, in Ontario.

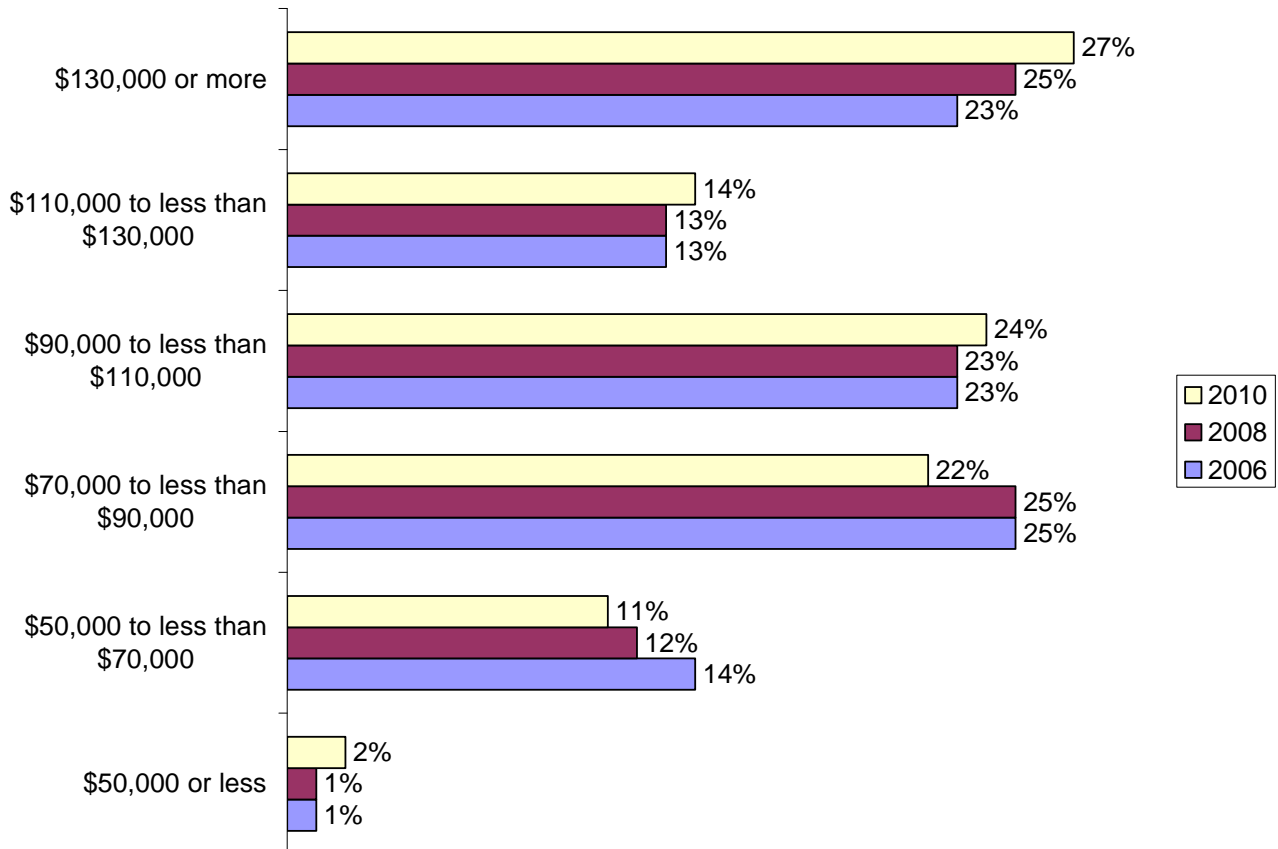
- GENDER: 62% of CMAs were male and 38% were female.
- EDUCATION: 82% of CMAs had some type of university degree (49% had a business undergrad degree, 9% had a non-business undergrad degree, and 26% had a graduate degree).
- DESIGNATION: 47% of CMAs received their designation in 2001 or after (average year was 1998).
- AGE: 52% of CMAs were 40 years of age or over. The mean age was 43.2.
- WORK REGION: 39% of CMAs worked in Toronto and a further 15% worked in the Ottawa Valley.
- HOURS WORKED: 48% of CMAs worked 35-40 hours per week in 2010, 24% worked 41-45 hours, and 18% worked 46-50 hours. The mean hours worked per week in 2010 was 43.9.
- BUSINESS EXPERIENCE: 24% of CMAs had 10 years or less of business experience, 29% had 11 – 20 and 47% had more than 20 years of business experience (includes pre- and post-CMA experience). The mean was 20 years.
- SECTOR: the most frequently mentioned business sector was “manufacturing” (14%). The next most frequently mentioned business sectors were “public administration” (13%) and “finance” (13%).
- SELF-EMPLOYMENT: 3% of CMAs were self-employed. Of these self-employed CMAs, 32% had partners and 68% were sole proprietors. The median 2010 gross billings was \$200,000. The mean number of full-time employees was 115.6 (the median was 1 employee).
- COMPANY SIZE – ONTARIO: 11% of CMAs reported working for organizations with 50 employees or less in Ontario. 40% worked for organizations with between 51 and 1,000 employees, and 49% worked for organizations with more than 1,000 employees.
- TOTAL ANNUAL SALES: 43% of CMAs worked for organizations with \$250 million dollars or more in total annual sales (all regions / international). 20% of CMAs worked for organizations with less than \$50 million in total annual sales.
- POSITION: the most frequently mentioned CMA positions were: “manager” (25%), “director” (13%), and “controller” (13%).
- LEVEL: the three most frequently mentioned levels of work were:
  1. “middle management” (34%),
  2. “senior management” (24%), and
  3. “supervisory / junior management” (14%).
- STOCK OPTIONS: 10% of CMAs participated in stock options in 2010 and 3% exercised stock options in 2010.

**Total Cash**

Among CMAs, the 2010 median total cash was **\$101,000 compared to \$98,000 in 2008**. This represents a 3.1% increase over two years. The 25<sup>th</sup> percentile for 2010 total cash was \$80,000 and the 75<sup>th</sup> percentile was \$134,000. The mean total cash earned was \$119,400 in 2010 versus \$113,600 in 2008. The minimum total cash in 2010 was \$15,000 and the maximum was \$1,800,000.



**CMA Total Cash Earned 2006 to 2010**



Q20. Your annual base salary / income for 2010 not including commissions, bonuses, profit-sharing or any incentives.

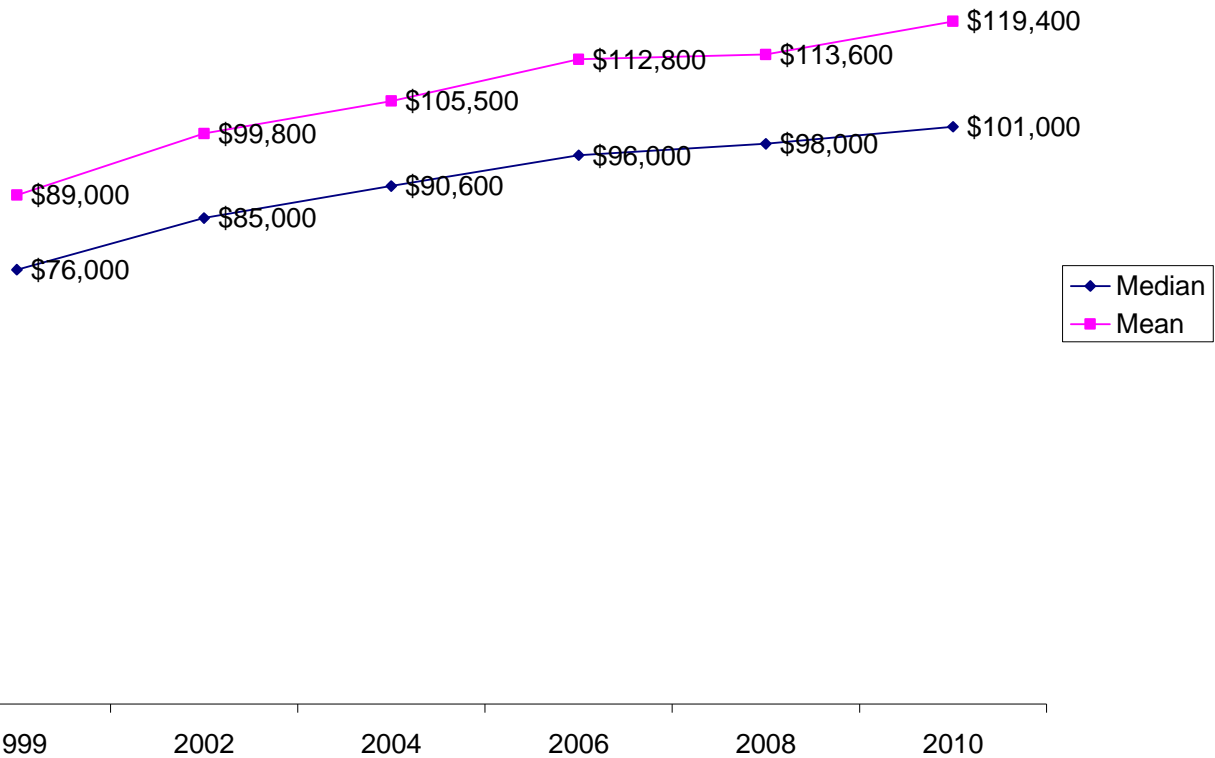
Q21. Any commissions, bonuses, profit sharing or incentives paid to you in 2010, not including any exercised stock options granted by your employer.

BASES = 2010 = 3,524; 2008 = 3,449; 2006 = 2,659.

**Total Cash Historical Comparison**

CMA total cash increased steadily since 1999. The greatest increase between studies was from 1999 to 2002, when median total cash increased by \$9,000 (increased by 11.8%). Overall, from 1999 to 2010, median total cash increased by 32.9%.

**CMA Total Cash Historical Comparison – 1999 to 2010**



Q20. Your annual base salary / income for 2010 not including commissions, bonuses, profit-sharing or any incentives.

Q21. Any commissions, bonuses, profit sharing or incentives paid to you in 2010, not including any exercised stock options granted by your employer .

BASES: 2010 = 3,524; 2008 = 3,449; 2006 = 2,659; 2004 = 2,909; 2002 = 2,872; 1999 = 2,002.

**Base Salary**

The **median base salary** for 2010 was \$94,000 and the mean was \$102,400. Compared to 2008, the median base salary increased by 4.0% and the mean base salary increased by 4.4%. The 25<sup>th</sup> percentile for 2010 was \$77,000 and the 75<sup>th</sup> percentile was \$118,000.

**Commissions, Bonuses, Profit Sharing or Incentives**

Among just those CMAs who reported receiving a bonus, commission, profit sharing or other incentive in 2010 (2,241 of 3,524 CMAs, 64%), the median was \$12,000 and the mean was \$26,700.

Among all CMAs (3,524) included in the final salary sample, the median bonus / other received was \$5,000 and the mean was \$17,000.

**Base, Bonus / Etc., and Total Cash: 2004 – 2010**

Year	BASE	Base Salary		Bonus (incl. \$0)		Total Cash	
		Median	Mean	Median	Mean	Median	Mean
		\$	\$	\$	\$	\$	\$
<b>2010</b>	<b>3,524</b>	94,000	102,400	5,000	17,000	101,000	119,400
<b>2008</b>	<b>3,449</b>	90,400	98,100	5,000	15,500	98,000	113,600
<b>2006</b>	<b>2,659</b>	88,600	95,500	6,000	17,300	96,000	112,800
<b>2004</b>	<b>2,909</b>	83,100	90,700	5,000	14,800	90,600	105,500

Q20. Your annual base salary / income for 2010 not including commissions, bonuses, profit-sharing or any incentives.

Q21. Any commissions, bonuses, profit sharing or incentives paid to you in 2010, not including any exercised stock options granted by your employer. \* **including \$0**.

"Total cash" = the sum of these two.

**Benefits**

The top three benefits received by CMA respondents were “dental plan” (86%), “group life insurance” (78%), and “vision plan” (75%).

**Benefits Received in 2010 (In Rank Order)**

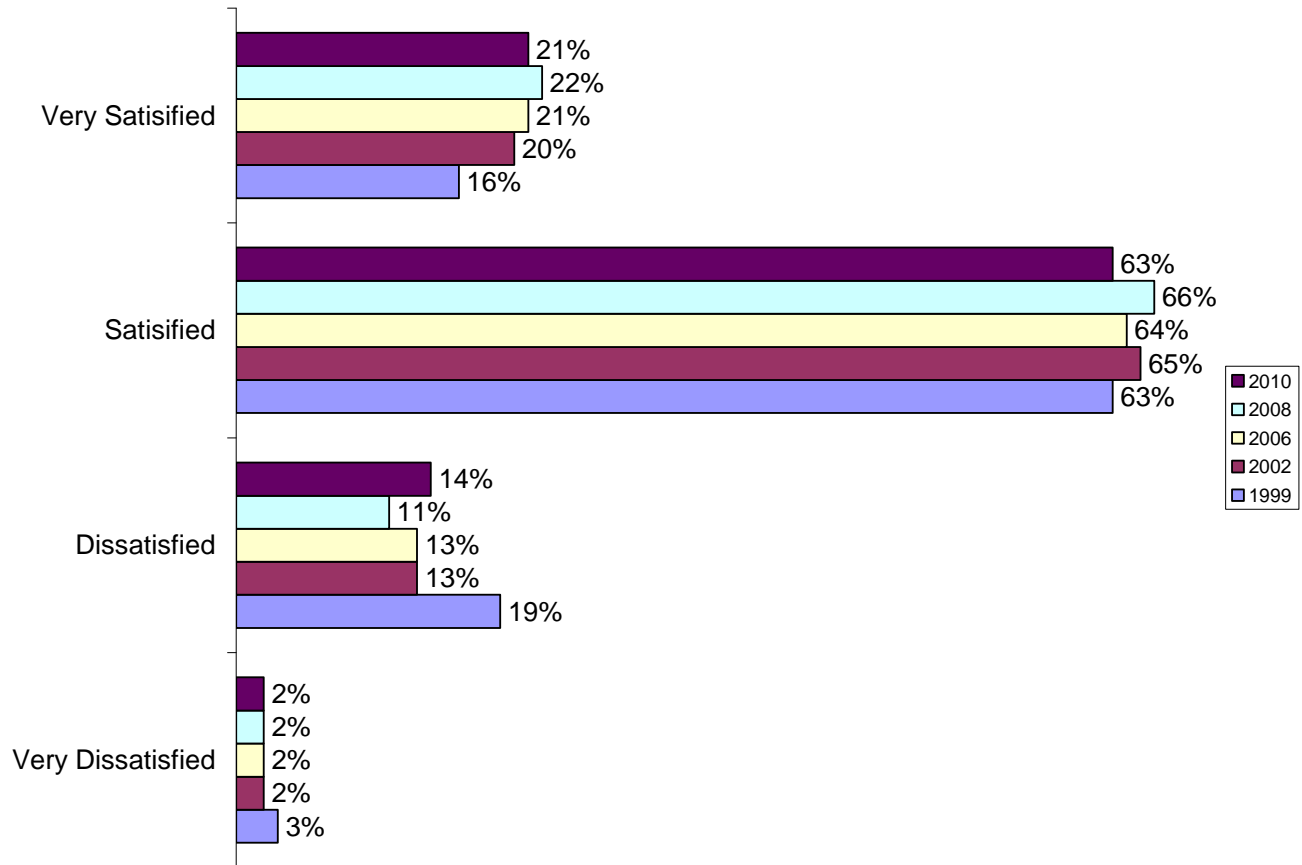
	<b>CMA</b>
<b>BASE</b>	<b>3,386</b>
	<b>%</b>
None (I am self-employed or contract)	4
None (I am not self-employed or contract)	1
Dental Plan	86
Group Life Insurance	78
Vision Plan	75
Pension Plan / RRSP Contribution	73
CMA Member Fee - Whole	72
Supplementary Medical Plan	66
Disability Insurance	65
Professional Development Fees Paid	36
Flex Time	25
Ontario Health Care Premiums	21
Conference Fees Paid	20
Home / Office Work Option	18
Meal / Travel Allowance	16
Parking	14
Profit-Sharing	10
CMA Strategic Leadership Program Fees - Whole	10
Share / Stock Purchase Plan	10
Car Allowance	8
Additional Vacation Allowance	7
Stock Purchase Savings Plan	7
Stock Options	7
Savings Plan / Account (other than stock purchase)	5
Club Fees Paid	5
Cash Incentives	4
Company Car	4
CMA Entrance Exam and Prep Program - Whole	4
CMA Strategic Leadership Program Fees - Part	4
CMA Accelerated Program Fees - Whole	4
Reduced Rate Loans / Mortgages	3
CMA Member Fee - Part	2
CMA Accelerated Program Fees - Part	1
CMA Entrance Exam and Prep Program - Part	1
Other	3

Q25. Select all the benefits that contributed to your compensation package in 2010. (multiple response).

**Satisfaction with Compensation**

In 2010, 21% of respondents indicated they were “very satisfied” with their level of compensation. Sixty-three percent indicated they were “satisfied”.

**Level of Satisfaction with Compensation**

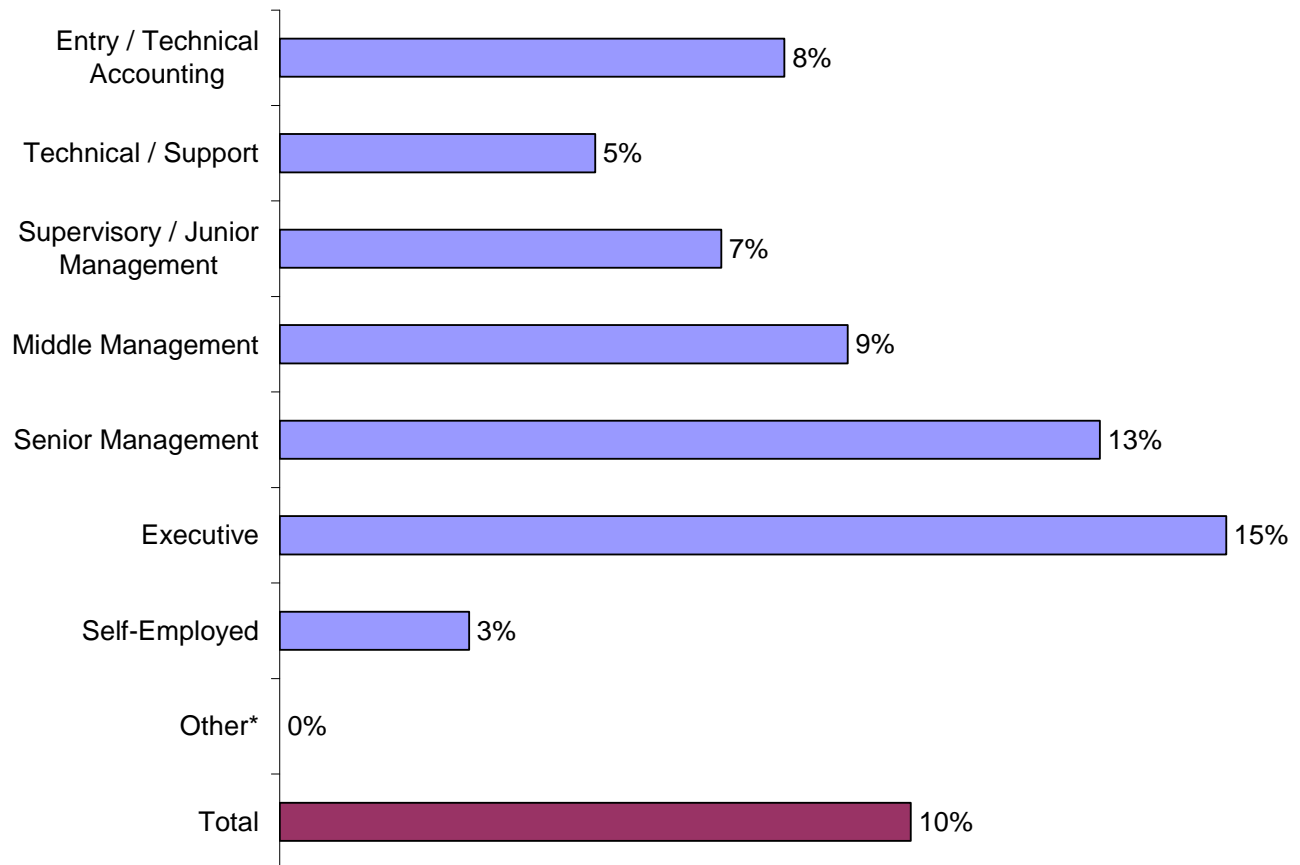


Q26. How satisfied are you with your overall level of compensation for 2010?  
BASE: 2010 = 3,510; 2008 = 3,432; 2006 = 2,634; 2002 = 2,842; 1999 = 1,983

**Participation in Stock Options**

Overall, one in ten CMAs (10%) participated in stock options in 2010 (same as 2008). Not including “other”, participation ranged from a low of 3% for “self-employed” to a high of 15% for “executive.”

**Participation in Stock Options in 2010 by Level of Work / Self-Employed**



Q22. Did you participate in stock options in 2010?

Q19. (Employees only) Level at which you work in your organization

Q12. Are you an employee or self-employed (owner / partner)?

BASE = 3,517

\*NOTE: Other is mainly comprised of academics.

Exercised Stock Options

Three percent of CMAs exercised stock options in 2010.

Amount Gained (Net)

For those CMAs who exercised stock options in 2010, the median amount gained was \$15,000 and the mean was \$50,500.

**Amount Gained by Exercising Stock Options**

25th P	Median	75th P	Mean	Min.	Max.	
\$	\$	\$	\$	\$	\$	BASE
\$4,800	\$15,000	\$35,000	\$50,500	0	700,000	105

Q24. How much did you gain (net) by exercising your stock options in 2010?

**Total Cash by Selected Demographics**

Gender

As in past surveys, there is an income gap between male and female CMAs. Male CMAs made more total cash than female CMAs. Median total cash for males was \$107,000 compared to \$92,000 for females. Mean total cash for males was \$129,300 versus \$103,300 for females.

**Total Cash by Gender – 2010**

	25th P	Median	75th P	Mean		
BASE = 3,507	\$	\$	\$	\$	n	%
Male	85,000	107,000	145,000	129,300	2,162	62
Female	75,200	92,000	116,000	103,300	1,345	38

Q1. Your gender.

Level of Education

The three highest-paid educational groups, using median total cash, were:

- 1) doctoral (\$150,000)
- 2) some or completed high school (\$116,800)
- 3) some college / technical institute (\$109,300)

**Total Cash by Education – 2010**

	25th P	Median	75th P	Mean		
BASE = 3,521	\$	\$	\$	\$	n	%
Some or completed high school	99,500	116,800	173,700	135,300	36	1
Some college / technical institute	86,800	109,300	151,400	124,700	38	1
Business diploma / certificate	90,000	105,700	139,700	126,400	320	9
Some university	88,700	108,500	135,600	118,800	146	4
Non-business undergrad degree	83,900	101,400	137,900	114,800	316	9
Business undergrad degree	75,000	95,000	122,500	111,400	1,719	49
Graduate degree	88,000	107,000	145,000	131,900	925	26
Doctoral	108,500	150,000	174,500	142,800	21	0.6

Q2. Your highest level of education attained.

Other Professional Qualifications

Thirty-two percent of CMAs said they had other professional designations, including MBA, in addition to their CMA designation. Among these 1,114 respondents, the top responses were as follows:

- MBA – 55%
- CIA – 5%
- CA – 5%
- CPA – 5%

Year Designation Attained

On average, respondents earned their CMA designation in 1998. Median salary increases the longer the designation is held. CMAs who obtained their designation prior to 1990 had the highest median total cash (\$120,000).

**Total Cash by Year Designation Attained – 2010**

	25th P	Median	75th P	Mean		
<b>BASE = 3,508</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>n</b>	<b>%</b>
1980 or before	100,600	120,000	185,000	147,900	<b>99</b>	3
1981 - 1990	96,400	120,000	162,500	151,600	<b>713</b>	20
1991 - 2000	91,500	111,000	149,000	130,900	<b>1,035</b>	30
2001 - 2005	86,400	103,000	131,000	116,400	<b>466</b>	13
2006 - 2010	66,100	80,000	100,000	88,900	<b>1,195</b>	34

Q5. If current CMA member, please indicate year CMA designation obtained.

Age

The mean age of CMA respondents was 43.2 years. As CMAs' age increased, so did total cash. CMAs 50 years or older had the highest median total cash at \$115,000.

**Total Cash by Age – 2010**

	25th P	Median	75th P	Mean		
<b>BASE = 3,426</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>n</b>	<b>%</b>
Less than 30	57,500	68,000	79,000	70,200	<b>326</b>	10
30 - 39	76,000	92,000	115,000	102,200	<b>988</b>	29
40 - 49	88,000	107,000	145,000	130,200	<b>1,072</b>	31
50 years or older	95,000	115,000	155,800	139,300	<b>1,040</b>	30

Q6. Your age:

Hours Worked Per Week

The average hours worked per week was 43.9. As hours worked per week increased, so too did 2010 total cash. CMAs that worked more than 51 hours per week or more had the highest median total cash, at \$133,000.

**Total Cash by Hours Worked per Week – 2010**

	<b>25th P</b>	<b>Median</b>	<b>75th P</b>	<b>Mean</b>		
<b>BASE = 3,524</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>n</b>	<b>%</b>
35 - 40	75,000	90,000	108,300	98,900	<b>1686</b>	48
41 - 45	81,400	104,300	138,000	119,300	<b>834</b>	24
46 - 50	97,500	125,000	168,000	146,000	<b>648</b>	18
51 hours or more	103,400	133,000	178,500	168,000	<b>356</b>	10

Q8. Your average hours of work per week in 2010.

Years of Business Experience

The greater the work experience, the greater the median total cash reported.

**Total Cash by Business Experience – 2010**

	<b>25th P</b>	<b>Median</b>	<b>75th P</b>	<b>Mean</b>		
<b>BASE = 3,490</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>n</b>	<b>%</b>
Less than 10	63,000	76,000	91,700	80,500	<b>840</b>	24
11 - 15	83,500	100,000	125,000	110,600	<b>549</b>	16
16 - 20	86,400	105,000	140,500	125,500	<b>465</b>	13
21 - 25	92,000	110,500	150,000	138,600	<b>536</b>	15
26 or more	95,000	117,100	157,000	140,500	<b>1,100</b>	32

Q9. Total years of business experience.

Region of Work

CMAAs working in “Liftlock” earned the highest median total cash, at \$126,000 while CMAAs working in the “Windsor” area earned the lowest median total cash at \$80,000.

**Total Cash by Region of Work – 2010 (Sorted by Median \$)**

	<b>25th P</b>	<b>Median</b>	<b>75th P</b>	<b>Mean</b>		
<b>BASE = 3,524</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>n</b>	<b>%</b>
Liftlock	80,100	126,000	173,500	126,500	<b>12</b>	0.3
Kingston	91,100	114,100	128,300	107,400	<b>6</b>	0.2
Halton	84,900	110,100	140,500	126,900	<b>110</b>	3
Peel / Mississauga	83,000	109,400	150,000	129,000	<b>383</b>	11
North Bay	82,500	107,100	142,500	125,800	<b>18</b>	0.5
Toronto	82,500	104,000	140,000	127,500	<b>1,366</b>	39
York	84,200	103,500	138,500	118,500	<b>137</b>	4
St. Lawrence River	70,000	102,000	145,000	123,500	<b>15</b>	0.4
Georgian Bay	82,000	101,700	138,300	115,100	<b>47</b>	1
Bay of Quinte	76,000	101,500	114,600	99,600	<b>22</b>	0.6
Grand River	80,000	100,500	129,300	111,500	<b>224</b>	6
Far North	91,300	100,300	144,700	115,800	<b>6</b>	0.2
Ottawa Valley	81,300	98,800	122,000	109,400	<b>528</b>	15
Kent County	76,300	98,500	110,100	94,800	<b>12</b>	0.3
Niagara	87,000	98,500	138,900	121,400	<b>59</b>	2
Durham	82,000	95,000	120,000	112,100	<b>67</b>	2
Peterborough	81,400	95,000	115,900	95,200	<b>8</b>	0.2
Hamilton	76,500	93,000	114,800	105,100	<b>102</b>	3
London	75,000	93,000	121,300	104,500	<b>127</b>	4
Brantford	75,400	90,900	113,800	92,600	<b>32</b>	0.9
Sudbury	70,000	90,500	104,200	112,800	<b>31</b>	0.9
Kitchener-Guelph	69,100	89,000	110,000	105,800	<b>52</b>	2
Lakehead	60,800	87,600	115,700	109,400	<b>22</b>	0.6
Sault Ste. Marie	78,200	87,000	107,300	105,200	<b>24</b>	0.7
Lambton-Bluewater	79,000	85,000	141,100	114,000	<b>23</b>	0.7
Windsor	67,000	80,000	100,000	96,300	<b>47</b>	1
Other Ontario	79,000	100,000	117,500	111,300	<b>44</b>	1

Q10. Region where you primarily work?

Business Sector

The highest paying business sector in 2010 was “mining, oil & gas extraction”, which paid a total cash median of \$139,000. The lowest paying business sector, at a median of \$84,000, was “agriculture, forestry & fisheries”.

**Total Cash by Business Sector – 2010 (Sorted by Median \$)**

	25th P	Median	75th P	Mean	n	%
<b>BASE =3,522</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>		
Mining, Oil & Gas Extraction	103,500	139,000	167,800	154,900	46	1
Marketing & Advertising	75,000	117,500	169,400	136,500	24	0.7
Utilities & Energy	90,100	114,500	139,600	122,800	120	3
Construction	71,500	109,700	157,800	130,400	73	2
Consulting Services	84,500	109,000	149,400	128,700	132	4
Consumer Packaged Goods	80,000	109,000	149,500	131,500	119	3
Wholesale Trade	84,300	108,000	151,900	136,500	86	2
Services	78,500	107,000	151,600	127,900	87	2
Transportation	73,000	105,500	125,000	104,500	70	2
Information Technology (Non-Consulting)	84,000	104,600	150,000	131,900	151	4
Finance	81,000	104,000	140,000	131,400	472	13
Communications & Media	84,900	103,700	139,900	120,600	106	3
Engineering & Research Development	85,100	103,100	147,800	127,700	74	2
Entertainment	68,600	102,200	132,800	189,200	38	1
Manufacturing	83,000	102,000	135,000	115,500	494	14
Insurance & Real Estate	77,700	100,300	135,000	121,100	208	6
Retail Trade	66,500	100,000	133,000	115,500	107	3
Education	75,000	98,100	122,900	107,600	143	4
Public Administration	81,000	96,500	110,800	101,000	472	13
Hospitality, Tourism, Recreation & Travel	84,000	96,200	145,000	117,600	31	0.9
Health Care Services	80,000	95,000	120,000	113,300	161	5
Not-For-Profit	75,000	90,000	110,000	101,700	163	5
Public Accounting	72,000	89,500	123,000	103,900	117	3
Agriculture, Forestry & Fisheries	75,000	84,000	100,000	94,800	19	0.5
Other / Multiple	103,000	128,000	210,000	146,800	9	0.3

Q11. Type of business sector.

Employee versus Self-Employed

Median total cash for self-employed CMAs was \$120,000 versus \$100,800 for CMAs who were employees (full-time or contract).

**Total Cash by Employee versus Self-Employed – 2010**

	25th P	Median	75th P	Mean	n	%
<b>BASE = 3,524</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>		
Employee	80,100	100,800	133,000	117,800	3,405	97
Self-employed / Owner / Partner	78,000	120,000	175,000	163,300	119	3

Q12. Are you an employee or are you self-employed?

Partner versus Sole Proprietor

Self-employed CMAs with partners reported higher median total cash (\$169,700) than did sole proprietors (\$100,000).

**Total Cash by Partner versus Sole Proprietor – 2010**

	25th P	Median	75th P	Mean		
<b>BASE = 115</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>n</b>	<b>%</b>
Have partners	100,500	169,700	332,400	265,300	<b>37</b>	32
Sole proprietor	70,000	100,000	140,000	118,100	<b>78</b>	68

Q13. (Self-employed only) Do you have partners or are you a sole proprietor?

Total Self-Employed Gross Billings / Sales

The median gross 2010 billings / sales reported by self-employed CMAs was \$200,000 and the 75<sup>th</sup> percentile was \$1,150,000.

**Self-Employed Gross Billings – 2010**

	25th P	Median	75th P	Mean
<b>BASE = 117</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>
Total gross billings / sales total for 2010	107,000	200,000	1,150,000	8,600,400

Q14. (Self-employed only) What was your total gross billings / sales total for 2010?

NOTE: One case reporting \$0 and one case reporting \$220 were treated as “no response” and not included).

Number of Full-Time Employees

Self-employed CMAs had an average of 115.6 full-time employees. The median was 1 employee.

**Number of Full-Time Employees Summary Statistics**

	Min.	Max.	25th P	Median	75th P	Mean
<b>BASE = 117</b>	<b>#</b>	<b>#</b>	<b>#</b>	<b>#</b>	<b>#</b>	<b>#</b>
Number of FT Employees	0	6,000	0	1	9	116

Q15. (Self-employed only) Not including yourself, how many full-time employees do you have?

Company Size

For Ontario, the highest median total cash was for companies with “51 to 100” employees.

**Total Cash by Company Size within Ontario – 2010**

	<b>25th P</b>	<b>Median</b>	<b>75th P</b>	<b>Mean</b>		
	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>n</b>	<b>%</b>
<b>BASE =3,389</b>						
10 or less	63,500	95,000	126,000	109,300	<b>59</b>	2
11 - 50	76,800	98,000	120,600	109,100	<b>304</b>	9
51 - 100	82,300	106,000	136,000	118,200	<b>272</b>	8
101 - 250	80,000	102,600	140,300	118,600	<b>382</b>	11
251 - 500	80,000	103,000	146,000	127,300	<b>355</b>	10
501 - 1000	80,000	102,400	141,000	126,600	<b>343</b>	10
1001 - 2000	84,000	100,000	134,300	121,600	<b>266</b>	8
2001 and over	81,000	100,000	127,500	114,600	<b>1,408</b>	42

Q16. (Employees only) your company size – number of employees in Ontario.

Company Total Sales

The highest median total cash was received by CMAs working for companies with total sales of “\$250 million and over” (\$107,000).

**Cash by Total Annual Sales (All Regions) – 2010**

	<b>25th P</b>	<b>Median</b>	<b>75th P</b>	<b>Mean</b>		
	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>n</b>	<b>%</b>
<b>BASE =3,378</b>						
<\$50 million	79,000	100,000	127,750	113,400	<b>688</b>	20
\$50 to <\$100 million	77,000	103,500	145,000	118,400	<b>259</b>	8
\$100 to <\$250 million	84,000	105,500	149,300	127,100	<b>252</b>	7
\$250 million and over	84,200	107,000	144,000	127,600	<b>1,463</b>	43
Not applicable (work in government or not-for-profit)	78,000	92,000	110,000	99,000	<b>716</b>	21

Q17. (Employees only) Your company's total annual sales (ALL REGIONS / INTERNATIONAL).

Position Held within Company

As expected, the more senior the position, the higher the total cash. The highest median total cash was “president” at \$218,000.

**Total Cash by Position Description – 2010 (Sorted by Median \$)**

	<b>25th P</b>	<b>Median</b>	<b>75th P</b>	<b>Mean</b>	<b>n</b>	<b>%</b>
	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>		
	<b>BASE = 3,398</b>					
President	123,800	218,000	279,800	243,200	<b>34</b>	1
Vice President	145,700	181,300	235,000	201,200	<b>173</b>	5
Principal	125,000	166,400	189,000	295,200	<b>7</b>	0.2
Chief Financial Officer	113,300	160,500	212,500	182,500	<b>184</b>	5
Executive (Non Accounting)	134,300	152,000	229,500	212,100	<b>48</b>	1
General Manager	105,000	150,500	175,000	151,800	<b>39</b>	1
Director	114,300	135,800	164,300	153,600	<b>434</b>	13
Treasurer	84,600	120,500	179,100	137,000	<b>34</b>	1
Academic	97,500	110,000	152,500	123,300	<b>30</b>	0.9
Controller	90,000	104,200	129,900	111,500	<b>430</b>	13
Manager	86,000	101,800	116,000	105,600	<b>833</b>	25
Supervisor (Non Accounting)**	n/a	101,200	n/a	99,900	<b>4</b>	0.1
External Auditor	76,000	100,800	142,000	107,400	<b>5</b>	0.1
Consultant	77,300	95,000	128,000	105,800	<b>38</b>	1
Assistant Controller	71,500	91,400	108,900	96,500	<b>41</b>	1
Chief Accountant	81,100	89,800	97,300	95,400	<b>12</b>	0.4
Internal Auditor	77,000	89,500	107,000	96,100	<b>47</b>	1
Systems Analyst	76,500	88,000	100,000	86,500	<b>7</b>	0.2
Analyst/Internal Consultant (Non Accounting)	79,700	88,000	105,300	95,400	<b>58</b>	2
Supervisor	73,500	85,500	95,600	86,000	<b>78</b>	2
Senior Analyst	72,500	82,000	92,000	83,200	<b>353</b>	10
Government Auditor	61,000	81,200	90,800	80,200	<b>53</b>	2
Senior Accountant	60,500	70,500	86,000	74,000	<b>91</b>	3
Intermediate Analyst	60,600	70,000	82,400	72,900	<b>48</b>	1
Financial Analyst	59,000	68,000	79,700	69,400	<b>219</b>	6
Junior Analyst	57,000	58,800	83,300	66,800	<b>6</b>	0.2
Intermediate Accountant	50,000	55,000	67,300	60,800	<b>38</b>	1
Junior Accountant	42,100	45,000	70,900	58,000	<b>9</b>	0.3
Corporate Secretary*	n/a	n/a	n/a	n/a	<b>1</b>	.03
Partner*	n/a	n/a	--	n/a	<b>2</b>	0.1
Other	79,900	96,000	120,800	105,300	<b>42</b>	1

Q18. (Employees only) Your position.

\* NOTE: sample size below 3; financial data not reported to protect confidentiality.

\*\* NOTE: sample size below 5; 25<sup>th</sup> percentile and 75<sup>th</sup> percentile not reported to protect confidentiality.

Level of Work

Median total cash ranged from \$66,500 for CMAs at an “entry / technical accounting” level to \$162,100 for those at the “executive” level.

**Total Cash by Level of Work – 2010**

	<b>25<sup>th</sup> P</b>	<b>Median</b>	<b>75<sup>th</sup> P</b>	<b>Mean</b>	<b>n</b>	<b>%</b>
<b>BASE = 3,405</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>		
Entry / Technical Accounting	56,300	65,500	73,800	66,400	<b>120</b>	4
Technical / Support	60,900	74,700	87,000	76,500	<b>358</b>	11
Supervisory / Junior Management	71,000	83,000	95,000	85,100	<b>487</b>	14
Middle Management	86,400	101,000	119,100	107,400	<b>1,166</b>	34
Senior Management	98,000	124,000	157,000	136,800	<b>807</b>	24
Executive	120,400	162,100	223,000	197,000	<b>430</b>	13
Other	79,000	100,000	122,400	108,900	<b>37</b>	1

Q19. (Employees only) The level at which you work in your organization.

## **PART 2: CANDIDATES**

In order to preserve confidentiality, salary data has not been reported below for bases less than three respondents and 25<sup>th</sup> percentile and 75<sup>th</sup> percentile not reported for bases less than five respondents.

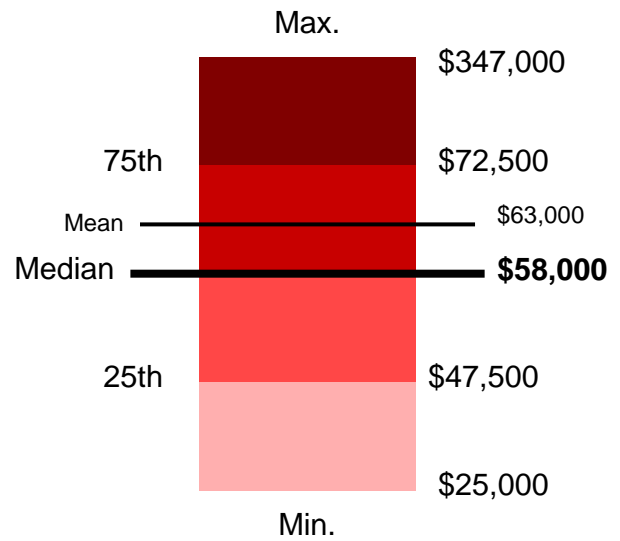
### **Overview – Candidate Profile**

The following profile is for those candidates who reported full-time, self-employed or contract status and worked at least 35 hours per week, in Ontario. “No response” was removed from candidate tables.

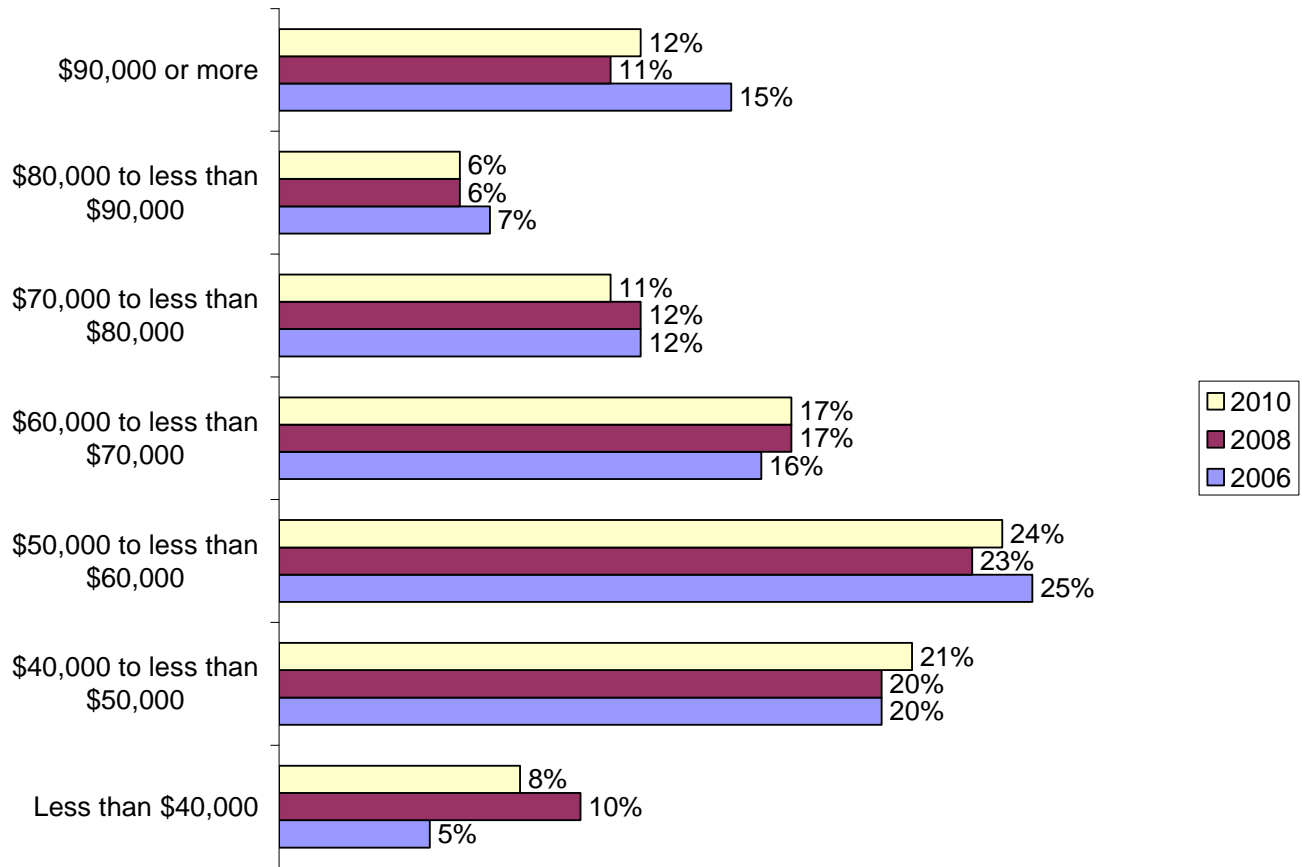
- GENDER: 62% of candidates were male and 38% were female.
- EDUCATION: 96% of candidates had some type of university degree (63% had a business undergrad degree, 8% had a non-business undergrad degree, and 25% had a graduate degree).
- AGE: 49% of candidates were under 30 years of age, and 35% were 30-39. The average age was 31.7.
- WORK REGION: 51% of candidate respondents said they worked in Toronto and 16% worked in Peel / Mississauga area.
- HOURS WORKED: 69% of candidates worked 35-40 hours per week in 2010, 17% worked 41-45 hours, and 14% worked 46 or more hours. The mean number of hours worked per week was 41.4.
- BUSINESS EXPERIENCE: 26% of candidates had 3 years or less of business experience, 22% had 4 - 5 years experience, 27% had 6 - 10 years experience, and 25% had more than 10 years experience. The mean was 7.9 years.
- SECTOR: 18% of candidates worked in the “finance” sector. The second most frequently-mentioned business sector was “manufacturing” (12%).
- COMPANY SIZE – ONTARIO: 46% of candidates reported working for organizations with “2001 and over” employees in Ontario.
- COMPANY REVENUE: 50% of candidate employees worked for organizations with “\$250 million and over” in total annual sales (all regions / international), while 20% worked for organizations with “less than \$50 million” in total annual sales.
- POSITION: The top three most frequently mentioned candidate positions were: “financial analyst” (22%), “manager” (14%), and “senior analyst” (13%).
- LEVEL: 27% of candidates were working at the “entry / technical accounting” level. 26% of candidates were working at the “technical / support” level.
- STOCK OPTIONS: 7% of candidates participated in stock options in 2010 and 1% exercised stock options in 2010.

**Total Cash**

Among candidates, the 2010 median total cash was **\$58,000**. The 25<sup>th</sup> percentile total cash was \$47,500 and the 75<sup>th</sup> percentile total cash was \$72,500. The mean total cash earned was \$63,000. The minimum total cash was \$25,000 and the maximum was \$347,000. Candidate median total cash was the same as 2008.



**Candidate Total Cash Earned – 2006 to 2010**



Q20. Your annual base salary / income for 2010 not including commissions, bonuses, profit-sharing or any incentives.

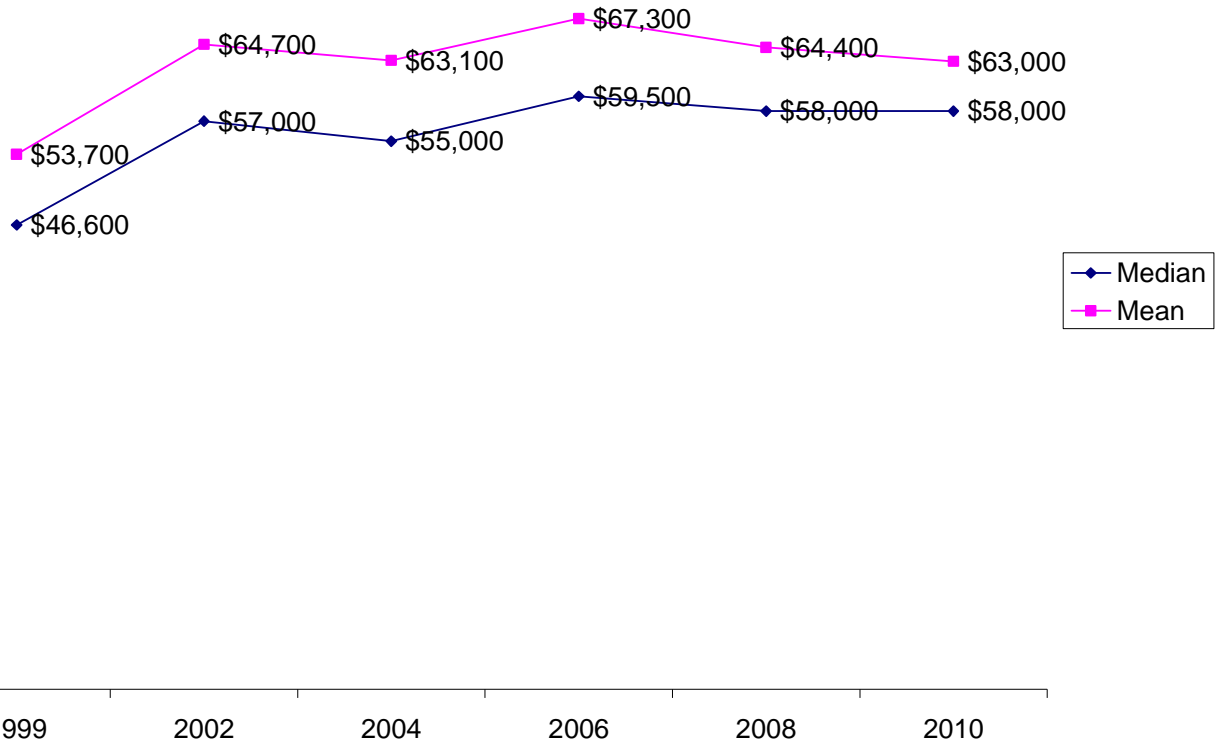
Q21. Any commissions, bonuses, profit sharing or incentives paid to you in 2010, not including any exercised stock options granted by your employer.

BASE: 2010 = 678; 2008 = 759; 2006 = 603.

**Total Cash Historical Comparison**

Candidate total cash has decreased slightly in 2010. Peak median and mean total cash occurred in 2006.

**Candidate Total Cash Historical Comparison – 1999 to 2010**



Q20. Your annual base salary / income for 2010 not including commissions, bonuses, profit-sharing or any incentives.

Q21. Any commissions, bonuses, profit sharing or incentives paid to you in 2010, not including any exercised stock options granted by your employer.

BASE: 2010 = 678; 2008 = 759; 2006 = 603; 2004 = 411; 2002 = 351; 1999 = 263.

**Base Salary**

The candidate **median base salary** for 2010 was \$55,000 and the **mean** was \$59,100. The 25<sup>th</sup> percentile of base salary was \$45,900 and the 75<sup>th</sup> percentile was \$70,000.

**Commissions, Bonuses, Profit Sharing or Incentives**

Fifty-three percent of candidates said they received a bonus, commission, profit sharing or other incentive in 2010. Among just those candidates (n=357), the median was \$5,000 and the mean was \$7,300.

Among all candidates (n=678) included in the final salary sample, the median bonus / other received was \$600 and the average was \$3,900.

**Base, Bonus / Etc., and Total Cash: 2010**

BASE	Base Salary		Bonus (incl. \$0)		Total Cash	
	Median	Mean	Median	Mean	Median	Mean
<b>678</b>	<b>\$</b> 55,000	<b>\$</b> 59,100	<b>\$</b> 600	<b>\$</b> 3,900	<b>\$</b> 58,000	<b>\$</b> 63,000

Q20. Your annual base salary / income for 2010 not including commissions, bonuses, profit-sharing or any incentives.

Q21. Any commissions, bonuses, profit sharing or incentives paid to you in 2010, not including any exercised stock options granted by your employer. \* **Including \$0**.

"Total cash" = the sum of these two.

**Benefits**

The top three benefits received by candidates in 2010 were “dental plan” (86%), “group life insurance” (76%), and “vision plan” (74%).

**2010 Benefits Received by Candidates (in Rank Order)**

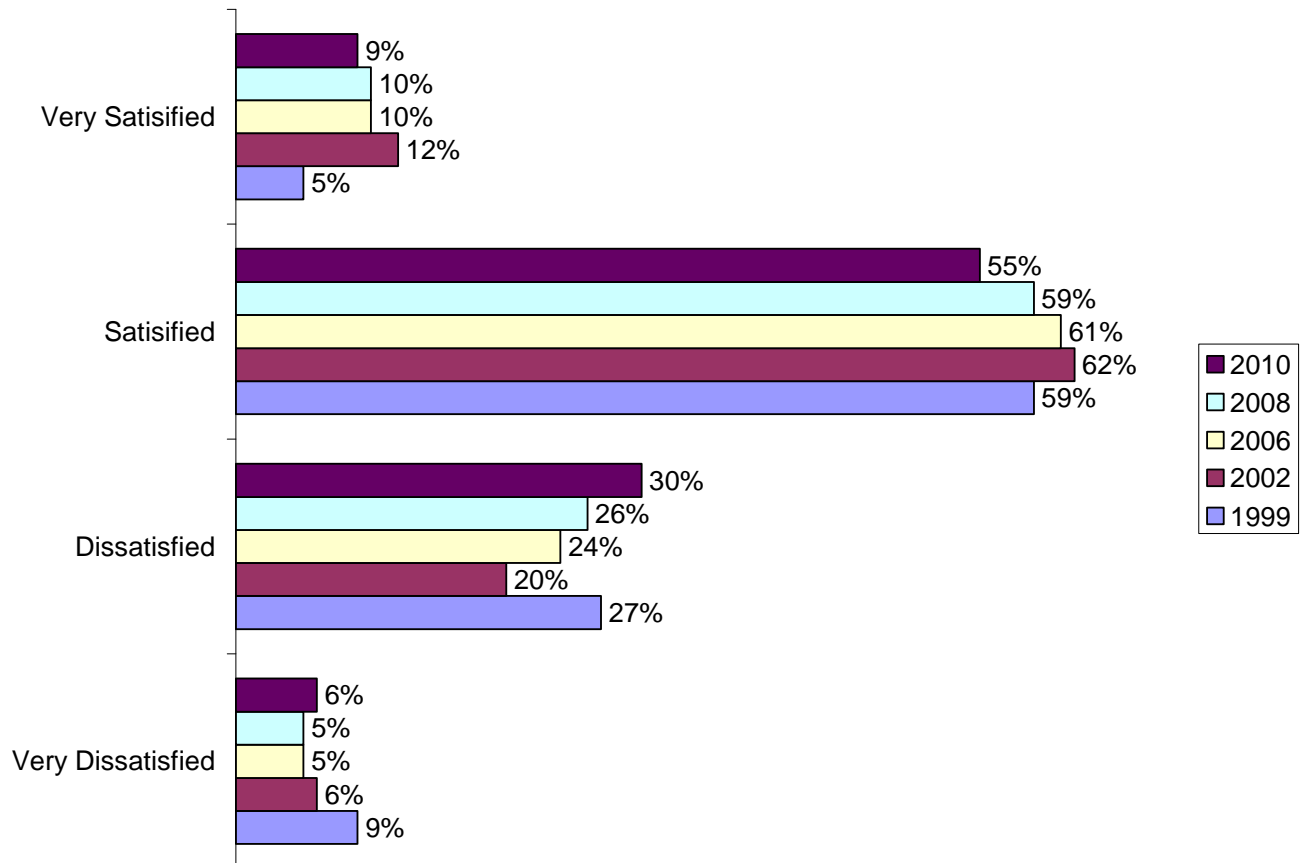
	<b>Candidate</b>
	<b>BASE</b>
	<b>644</b>
	<b>%</b>
None (I am self-employed or contract)	3
None (I am not self-employed or contract)	3
Dental Plan	86
Group Life Insurance	76
Vision Plan	74
Pension Plan / RRSP Contribution	69
CMA Member Fee - Whole	64
Disability Insurance	62
Supplementary Medical Plan	62
Professional Development Fees Paid	30
Flex Time	23
Ontario Health Care Premiums	18
CMA Strategic Leadership Program Fees - Whole	16
Home / Office Work Option	16
Conference Fees Paid	14
Meal / Travel Allowance	14
Parking	12
CMA Strategic Leadership Program Fees - Part	10
CMA Entrance Exam and Prep Program - Whole	10
CMA Accelerated Program Fees - Whole	9
Share / Stock Purchase Plan	9
Profit-Sharing	9
Car Allowance	7
Stock Purchase Savings Plan	7
Additional Vacation Allowance	7
Club Fees Paid	5
Stock Options	5
Cash Incentives	4
Company Car	3
Reduced Rate Loans / Mortgages	3
CMA Accelerated Program Fees - Part	3
Savings Plan / Account (other than stock purchase)	3
CMA Member Fee - Part	2
CMA Entrance Exam and Prep Program - Part	2
Other	2

Q25. Select all the benefits that contributed to your compensation package in 2010. (multiple response).

**Satisfaction with Compensation**

Almost one in ten candidates (9%) were “very satisfied” with their compensation package. Overall satisfaction (“satisfied” and “very satisfied” combined) was 64% in 2010, down from 69% in 2008.

**Level of Satisfaction with Compensation Package**



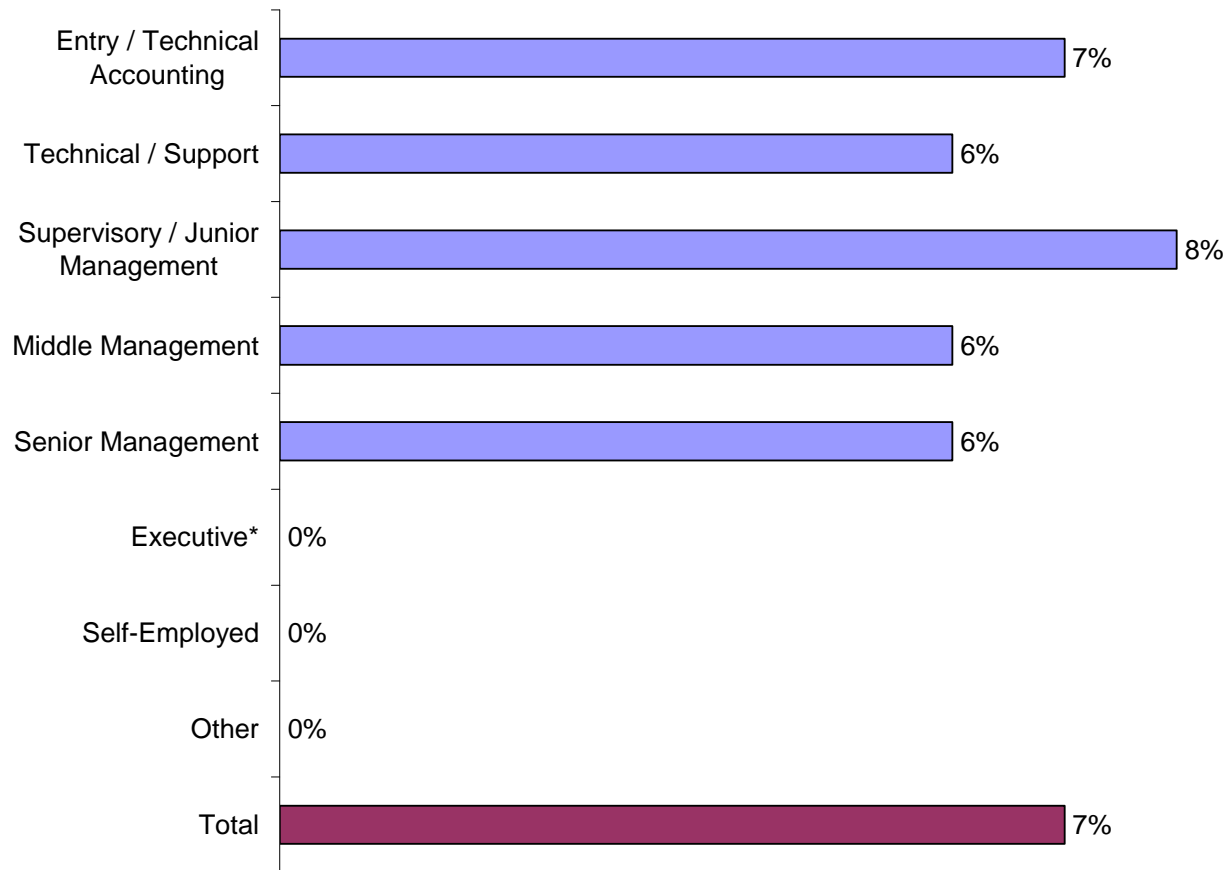
Q26. How satisfied are you with your overall level of compensation for 2010?

BASE: 2010 = 672; 2008 = 750; 2006 = 598; 2002 = 300; 1999 = 262.

**Participation in Stock Options**

Overall, 7% of candidates said they participated in stock options in 2010. Candidates belonging to “self-employed” and “other” did not participate in stock options in 2010.

**Participation in Stock Options in 2010 by Level of Work / Self-Employed**



Q22. Did you participate in stock options in 2010?

Q19. (Employees only) Level at which you work in your organization.

Q12. Are you an employee or self-employed (owner / partner)?

BASE = 676.

\* NOTE: there were no candidates at the executive level in the sample.

Exercised Stock Options

One percent (10 candidates) exercised stock options in 2010.

Amount Gained by Exercising Stock Options

For those 10 candidates who **exercised** stock options in 2010, the median was \$1,600 and the mean was \$58,800.

**Amount Gained by Exercising Stock Options**

25th P	Median	75th P	Mean	Minimum	Maximum	
\$	\$	\$	\$	\$	\$	BASE
775	1,600	11,800	58,800	-200	540,000	10

Q24. How much did you gain (net) by exercising your stock options in 2010?

Total Cash by Selected Demographics

Gender

Median total cash for males in 2010 was \$60,000 compared to \$55,000 for females. Mean total cash for males was \$65,300 compared to \$59,200 for females.

**Total Cash by Gender – 2010**

	25th P	Median	75th P	Mean		
BASE = 675	\$	\$	\$	\$	n	%
Male	48,000	60,000	77,000	65,300	417	62
Female	47,000	55,000	66,100	59,200	258	38

Q1. Your gender.

Level of Education

The three highest-paid education levels (median total cash) were:

- 1) “graduate degree” (\$65,500).
- 2) “business diploma / certificate” (\$65,000) (caution – base size less than 10)
- 3) “non-undergrad business undergrad degree” (\$62,500)

**Total Cash by Education – 2010**

	25th P	Median	75th P	Mean		
BASE = 677	\$	\$	\$	\$	n	%
Business diploma / certificate	43,500	65,000	70,000	61,900	9	1
Some university	40,800	51,600	81,200	63,400	18	3
Non-business undergrad degree	53,100	62,500	82,400	68,200	56	8
Business undergrad degree	46,900	56,000	67,300	60,400	425	63
Graduate degree	49,400	65,500	83,000	68,000	166	25
Doctorate*	n/a	59,000	--	54,300	3	0.4

Q2. Your highest level of education attained.

\* NOTE: sample size below 5, 25<sup>th</sup> and 75<sup>th</sup> percentile NOT reported to protect confidentiality.

Other Professional Qualifications

Twenty-five percent of candidates (170 respondents) said they already had professional qualifications. Among these respondents, the most frequent responses were MBA (52%) and CPA (12%).

Age

The mean age of candidates was 31.7 years. Candidates “40 to 49” had the highest median total cash, at \$71,300.

**Total Cash by Age – 2010**

	<b>25<sup>th</sup> P</b>	<b>Median</b>	<b>75<sup>th</sup> P</b>	<b>Mean</b>		
<b>BASE = 628</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>n</b>	<b>%</b>
Less than 30	43,400	52,000	61,900	55,300	<b>309</b>	49
30 to 39	53,000	65,400	81,000	68,500	<b>222</b>	35
40 to 49	58,400	71,300	88,200	76,300	<b>82</b>	13
50 years or older	51,000	70,000	90,000	70,600	<b>15</b>	2

Q6. Your age.

Region of Work

Candidates working in the “Durham” area (caution – base size less than 10) earned the highest median total cash (\$78,800). The lowest median salary was for “Sudbury” (\$35,000) (caution – base size less than 10).

**Total Cash by Region of Work – 2010 (Sorted by Median \$)**

	25 <sup>th</sup> P	Median	75 <sup>th</sup> P	Mean	n	%
<b>BASE = 678</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>		
Durham	75,700	78,800	91,500	81,700	<b>8</b>	1
Sault Ste. Marie**	n/a	73,000	--	66,800	<b>3</b>	0.4
Grand River	47,500	65,000	75,400	64,200	<b>20</b>	3
Kitchener-Guelph	48,300	60,000	79,000	79,000	<b>19</b>	3
Peel / Mississauga	50,000	60,000	75,000	64,500	<b>107</b>	16
Georgian Bay	49,500	59,000	76,100	62,000	<b>5</b>	0.7
Ottawa Valley	51,300	58,400	70,300	61,400	<b>70</b>	10
Toronto	45,200	58,000	71,600	62,800	<b>346</b>	51
Halton	46,000	55,000	74,800	60,400	<b>13</b>	2
York	45,300	55,000	73,600	60,400	<b>18</b>	3
London	46,500	53,000	86,800	64,200	<b>19</b>	3
Kent County**	n/a	52,500	--	51,800	<b>3</b>	0.4
Windsor	39,800	51,500	67,600	52,900	<b>6</b>	0.9
Niagara**	n/a	50,900	--	56,800	<b>3</b>	0.4
Hamilton	44,200	48,500	60,100	50,900	<b>8</b>	1
Sudbury	32,300	35,000	53,500	41,300	<b>5</b>	0.7
Far North*	n/a	n/a	--	n/a	<b>2</b>	0.3
Brantford*	n/a	n/a	n/a	n/a	<b>2</b>	0.3
Bay of Quinte*	n/a	n/a	--	44,600	<b>2</b>	0.3
Kingston*	n/a	n/a	n/a	n/a	<b>1</b>	0.1
Lakehead*	n/a	n/a	n/a	n/a	<b>1</b>	0.1
North Bay*	n/a	n/a	--	n/a	<b>2</b>	0.3
Peterborough*	n/a	n/a	n/a	n/a	<b>1</b>	0.1
Other Ontario	46,600	57,400	64,000	57,300	<b>14</b>	2

Q10. Region where you primarily work.

\*NOTE: sample size below 3, financial data NOT reported to protect confidentiality.

\*\* NOTE: sample size below 5; 25<sup>th</sup> percentile and 75<sup>th</sup> percentile not reported to protect confidentiality.

Hours Worked per Week

The average hours worked per week was 41.4. As hours worked per week increased, so too did 2010 total cash. Candidates that worked more than 51 hours per week had the highest median total cash at \$93,000.

**Total Cash by Hours Worked per Week – 2010**

	25 <sup>th</sup> P	Median	75 <sup>th</sup> P	Mean		
<b>BASE = 678</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>n</b>	<b>%</b>
35 – 40	47,300	56,000	69,000	59,300	<b>469</b>	69
41 – 45	45,000	59,500	80,800	64,800	<b>112</b>	17
46 – 50	53,000	66,500	89,800	75,000	<b>74</b>	11
51 hours or more	62,500	93,000	120,000	89,500	<b>23</b>	3

Q8. Your average hours of work per week in 2010.

Years of Business Experience

Candidate respondents had an average of 7.9 years of business experience. As years of work experience increase, so too does median total cash.

**Total Cash by Business Experience – 2010**

	25 <sup>th</sup> P	Median	75 <sup>th</sup> P	Mean		
<b>BASE = 634</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>n</b>	<b>%</b>
3 years or less	42,600	50,000	57,400	50,200	<b>168</b>	26
4 – 5 years	47,300	56,500	64,500	57,500	<b>137</b>	22
6 – 10 years	54,000	66,300	85,000	71,400	<b>171</b>	27
More than 10 years	56,000	72,000	93,000	75,700	<b>158</b>	25

Q9. Total years of business experience.

Employee versus Self-Employed

Ninety-nine percent of candidates were employees as of December 31, 2010. One percent (9 individuals) reported they were “self employed / owner / partner.”

Median total cash for self-employed candidates was \$76,000, versus \$58,000 for candidates who were employees (full-time or contract). Caution required for “self-employed / owner / partner” – base size less than 10.

**Total Cash by Employee versus Self-Employed – 2010**

	25 <sup>th</sup> P	Median	75 <sup>th</sup> P	Mean		
<b>BASE = 678</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>n</b>	<b>%</b>
Employee	47,300	58,000	72,000	62,600	<b>669</b>	99
Self-employed / Owner / Partner	62,500	76,000	121,000	89,700	<b>9</b>	1

Q12. Are you an employee or are you self-employed (owner / partner)?

Partner versus Sole Proprietor

Self-employed candidates who indicated they were “sole proprietors” had a median total cash of \$70,000 (caution – base size less than 10).

**Total Cash by Partner versus Sole Proprietor – 2010**

	25 <sup>th</sup> P	Median	75 <sup>th</sup> P	Mean		
<b>BASE = 8</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>n</b>	<b>%</b>
Have partners	63,500	120,000	137,000	104,200	5	63%
Sole proprietor*	n/a	70,000	--	71,700	3	38%

Q 3. (Self-employed only) Do you have partners or are you a sole proprietor?

\* NOTE: sample size below 5; 25<sup>th</sup> percentile and 75<sup>th</sup> percentile not reported to protect confidentiality.

Total Self-Employed Gross Billings / Sales

The median gross 2010 billings / sales reported by self-employed candidates was \$200,000 and the mean was \$1,322,900 (caution – base size less than 10).

**Self-Employed Gross Billings – 2010**

	25 <sup>th</sup> P	Median	75 <sup>th</sup> P	Mean
<b>BASE = 9</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>
Total gross billings / sales total for 2010	85,500	200,000	1,400,000	1,322,900

Q14. (Self-employed only) What was your total gross billings / sales total for 2010?

Number of Full-Time Employees

Self-employed candidates had an average of 9.3 full-time employees. The median was 3 employees (caution – base size less than 10).

**Number of Full-Time Employees Summary Statistics**

	Min.	Max.	Median	Mean
<b>BASE = 8</b>	<b>#</b>	<b>#</b>	<b>#</b>	<b>#</b>
Number of FT Employees	0	40	3	9

Q15. (Self-employed only) How many full-time employees do you have?

Business Sector

The three highest median total cash business sectors were:

- “engineering & research development” (\$76,200)
- “utilities & energy” (\$67,700)
- “information technology (non-consulting)” (\$65,400)

The lowest-paying business sector for candidates in 2010 was “hospitality, tourism, recreation & travel” (median total cash of \$43,000).

**Total Cash by Business Sector – 2010 (Sorted by Median \$)**

	25 <sup>th</sup> P	Median	75 <sup>th</sup> P	Mean	n	%
<b>BASE = 678</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>		
Engineering & Research Development	52,600	76,200	96,000	73,500	12	2
Utilities & Energy	59,300	67,700	79,100	71,400	24	4
Information Technology (Non-Consulting)	49,500	65,400	75,300	64,600	20	3
Mining, Oil & Gas Extraction	54,600	63,500	98,300	76,100	12	2
Communications & Media	47,000	62,500	78,300	66,900	29	4
Construction	43,700	62,200	83,000	79,400	17	3
Manufacturing	48,900	60,000	75,000	64,900	80	12
Education	52,500	59,200	65,500	59,000	16	2
Public Administration	52,400	59,000	70,500	63,500	61	9
Consulting Services	45,000	58,300	81,800	63,300	22	3
Health Care Services	44,000	58,300	78,300	63,100	22	3
Insurance & Real Estate	48,300	58,300	74,000	62,800	43	6
Retail Trade	51,100	58,300	78,800	63,900	44	6
Transportation	43,000	58,300	74,600	61,400	12	2
Consumer Packaged Goods	45,800	58,100	75,500	62,600	24	4
Agriculture, Forestry & Fisheries	40,800	58,000	72,300	58,300	6	0.9
Finance	45,600	55,000	75,000	62,000	119	18
Services	45,300	53,900	71,900	58,900	28	4
Public Accounting	47,900	52,500	64,600	56,400	26	4
Wholesale Trade	40,000	51,500	90,700	64,000	12	2
Entertainment	37,600	48,100	79,400	56,100	8	1
Marketing & Advertising	35,800	45,000	65,500	52,200	6	0.9
Not-For-Profit	41,600	45,000	62,000	50,900	22	3
Hospitality, Tourism, Recreation & Travel	37,400	43,000	51,000	44,100	12	2
Other / Multiple*	n/a	n/a	n/a	n/a	1	0.1

Q11. Type of business sector.

\*NOTE: sample size below 3, financial data NOT reported to protect confidentiality.

Company Size

The highest median total cash reported was by candidates working for companies with “1001 – 2000” employees in Ontario.

**Total Cash by Company Size within Ontario – 2010**

	<b>25<sup>th</sup> P</b>	<b>Median</b>	<b>75<sup>th</sup> P</b>	<b>Mean</b>		
<b>BASE = 669</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>n</b>	<b>%</b>
10 or less	33,500	42,100	52,000	43,800	<b>17</b>	3
11 – 50	42,000	52,000	64,000	54,200	<b>55</b>	8
51 – 100	45,000	56,300	67,700	59,100	<b>52</b>	8
101 – 250	42,800	54,000	62,800	57,700	<b>60</b>	9
251 – 500	44,500	57,000	70,500	66,200	<b>57</b>	9
501 – 1000	46,500	56,900	68,900	60,700	<b>62</b>	9
1001 – 2000	49,000	64,000	83,900	66,400	<b>56</b>	8
2001 and over	51,100	61,100	76,500	65,700	<b>310</b>	46

Q16. (Employees only) Your company size – number of employees in Ontario.

Company Total Sales

Median total cash was highest for candidates working for companies with total annual sales (all regions / international) of “\$250 million and over” (\$62,000).

**Cash by Total Annual Sales (All Regions) – 2010**

	<b>25<sup>th</sup> P</b>	<b>Median</b>	<b>75<sup>th</sup> P</b>	<b>Mean</b>		
<b>BASE =664</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>n</b>	<b>%</b>
<\$50 million	41,400	52,200	64,100	55,800	<b>134</b>	20
\$50 to <\$100 million	43,600	51,700	60,800	60,600	<b>36</b>	5
\$100 to <\$250 million	41,000	46,900	60,700	52,500	<b>42</b>	6
\$250 million and over	50,900	62,000	80,000	67,200	<b>335</b>	50
Not applicable (work in government or not-for-profit)	51,200	59,000	69,000	61,400	<b>117</b>	18

Q17. (Employees only) Your company's total annual sales (ALL REGIONS / INTERNATIONAL).

Position Held within Company

Excluding those positions for which financial information cannot be reported, due to small base sizes (sample size less than 3), the highest median total cash was for “director” (\$116,500) (caution – base size less than 10). The lowest median total cash was for “junior accountant” (\$41,000).

**Total Cash by Position within Company – 2010 (Sorted by Median \$)**

	<b>BASE = 668</b>	<b>25<sup>th</sup> P</b>	<b>Median</b>	<b>75<sup>th</sup> P</b>	<b>Mean</b>	<b>n</b>	<b>%</b>
		<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>		
Director		94,000	116,500	136,500	118,600	<b>8</b>	1
Manager		71,900	86,000	100,000	85,500	<b>94</b>	14
Controller		58,800	70,000	95,600	85,700	<b>25</b>	4
Senior Analyst		59,000	67,300	77,000	68,500	<b>85</b>	13
Internal Auditor		53,100	64,500	75,000	64,100	<b>5</b>	0.7
Supervisor		52,400	64,000	75,000	64,900	<b>15</b>	2
Assistant Controller		54,600	62,500	84,800	68,500	<b>10</b>	1
Analyst/Internal Consultant (Non Accounting)		49,900	60,600	77,000	64,500	<b>16</b>	2
Consultant		45,000	58,100	81,700	63,700	<b>6</b>	0.9
Senior Accountant		50,000	57,000	68,000	58,300	<b>28</b>	4
Financial Analyst		47,800	55,000	65,000	56,100	<b>145</b>	22
Government Auditor		52,000	55,000	65,700	58,700	<b>27</b>	4
Intermediate Analyst		45,000	52,500	63,700	53,900	<b>68</b>	10
Junior Analyst		36,800	46,000	53,800	47,900	<b>21</b>	3
Intermediate Accountant		40,300	45,000	53,000	46,900	<b>65</b>	10
Junior Accountant		32,800	41,000	43,300	39,500	<b>30</b>	4
Chief Financial Officer*		n/a	n/a	n/a	n/a	<b>1</b>	0.1
External Auditor*		n/a	n/a	n/a	n/a	<b>1</b>	0.1
Principal*		n/a	n/a	n/a	n/a	<b>1</b>	0.1
Sole Proprietor*		n/a	n/a	n/a	n/a	<b>1</b>	0.1
Supervisor (Non Accounting)*		n/a	n/a	n/a	n/a	<b>1</b>	0.1
Treasurer*		n/a	n/a	n/a	n/a	<b>1</b>	0.1
Vice President*		n/a	n/a	--	n/a	<b>2</b>	0.3
Other		32,900	54,300	64,200	52,600	<b>12</b>	2

Q18. (Employees only) Your position.

\*NOTE: sample size below 3, financial data NOT reported to protect confidentiality.

Level of Work

Median total cash ranged from \$49,000 for candidates at an “entry / technical accounting” level to \$86,800 for those at a “senior management” level.

**Total Cash by Level of Work – 2010**

	25 <sup>th</sup> P	Median	75 <sup>th</sup> P	Mean	n	%
<b>BASE = 669</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>		
Entry / Technical Accounting	42,000	49,000	55,000	49,300	<b>182</b>	27
Technical / Support	48,400	57,300	66,400	58,300	<b>172</b>	26
Supervisory / Junior Management	50,000	61,900	72,500	63,500	<b>140</b>	21
Middle Management	58,000	76,500	95,000	76,900	<b>141</b>	21
Senior Management	65,000	86,800	106,000	95,700	<b>31</b>	5
Executive	--	--	--	--	<b>0</b>	--
Other*	n/a	70,000	--	67,200	<b>3</b>	0.4

Q19. (Employees only) The level at which you work in your organization:

\* NOTE: sample size below 5; 25<sup>th</sup> percentile and 75<sup>th</sup> percentile not reported to protect confidentiality.

Appendix A  
STATISTICAL DEFINITIONS

## STATISTICAL DEFINITIONS

### **Mean**

The arithmetic mean of a set of (n) measurements  $y_1, y_2, y_3, \dots, y_n$ , is equal to the sum of the measurements divided by (n). (Sum of individual parts divided by the number of parts.)

### **Median / 50th Percentile**

The median of a set of (n) measurements  $y_1, y_2, y_3, \dots, y_n$ , is defined to be the value of (y) that falls in the middle (midpoint) when the measurements are arranged in increasing or decreasing order. The median is also the 50<sup>th</sup> percentile.

### **Percentile**

The pth percentile of a set of (n) measurements  $y_1, y_2, y_3, \dots, y_n$  arranged in increasing or decreasing order, is a number y such that p% of the measurements fall below the pth percentile and (100 – p)% fall above it. For this report, we have used the 25th Percentile, 50th (Median), and 75th Percentile.

### **Minimum**

The lowest amount reported for each category of annual base salary / income, any commissions, bonuses, profit sharing or incentives paid and total cash earnings.

### **Maximum**

The highest amount reported for each category of annual base salary / income, any commissions, bonuses, profit sharing or incentives paid and total cash earnings.

Appendix B  
COMPENSATION SURVEY QUESTIONNAIRE

## CERTIFIED MANAGEMENT ACCOUNTANTS OF ONTARIO CMA & CANDIDATE SURVEY ON COMPENSATION

Web Page 1:



The image shows a survey landing page with a yellow background. At the top left is a lightbulb icon. To its right is the CMA logo (a blue square with 'CMA' in white) and the text 'Certified Management Accountants'. Below this is a blue horizontal bar with the text 'CMA ONTARIO COMPENSATION SURVEY' in white. Underneath the bar is a bolded sentence: 'Complete this survey and enter a draw for a chance to win one (1) \$500 gift certificate from Future Shop.' This is followed by three paragraphs of text: a welcome message, instructions on how the survey works (multiple pages, some skipped), and information on pausing and resuming the survey. At the bottom of the text is a prompt to enter a five-character password, followed by a text input field and a 'New Survey LogIn' button. At the very bottom of the page, there is a horizontal line, the text 'Survey Design, Hosting and Analysis by RESEARCHWORKS INC.', and the RESEARCH works logo on the right.

Web Page 2:

**Certified Management Accountants**

Completed 

**SECTION 1: ABOUT YOURSELF (As of December 31, 2010)**

**1. Your gender:**  
 Male  Female

**2. Your highest level of education attained:**

<input type="radio"/> Some or completed high school	<input type="radio"/> Non-business undergrad degree
<input type="radio"/> Some college / technical institute	<input type="radio"/> Business undergrad degree
<input type="radio"/> Business diploma / certificate	<input type="radio"/> Graduate degree
<input type="radio"/> Some university	<input type="radio"/> Doctoral degree

**3. Your current CMA status: (required response)**

CMA  
 Candidate in Strategic Leadership Program  
 Candidate in CMA-MBA Program  
 Candidate in CMA Executive Program  
 Retired CMA (as of December 31, 2010)



<< Prior Page   Finish Later   Next Page >>

---


Survey Design, Hosting and Analysis by RESEARCHWORKS INC.



Web Page 3:



**Certified  
Management  
Accountants**

Completed 

**4. Your other qualifications: (select all that apply)**

<input type="checkbox"/> CA	<input type="checkbox"/> CFP
<input type="checkbox"/> CGA	<input type="checkbox"/> CFE
<input type="checkbox"/> MBA	<input type="checkbox"/> C. Dir
<input type="checkbox"/> CFA	<input type="checkbox"/> CHRP
<input type="checkbox"/> CAPP	<input type="checkbox"/> P.Eng
<input type="checkbox"/> CIA	<input type="checkbox"/> PMP
<input type="checkbox"/> CPA	
<input type="checkbox"/> Other: <input type="text"/>	

**5. If you are a CMA member, please indicate year CMA designation obtained:**

**WITH SOME BROWSERS, YOU MAY SEE BLUE HIGHLIGHTING IN THE DROP DOWN LIST - IF SO, CLICK ANYWHERE OUTSIDE THE DROP DOWN LIST TO LOCK IN YOUR SELECTION**

**6. Your age:**


**WITH SOME BROWSERS, YOU MAY SEE BLUE HIGHLIGHTING IN THE DROP DOWN LIST - IF SO, CLICK ANYWHERE OUTSIDE THE DROP DOWN LIST TO LOCK IN YOUR SELECTION**

**7. Your employment status as of December 31, 2010: (required response)**



<input type="radio"/> Full-time (35+ hrs / week)	<input type="radio"/> Unemployed
<input type="radio"/> Part-time (<35 hrs / week)	<input type="radio"/> Leave / extended absence
<input type="radio"/> Self-employed	<input type="radio"/> Retired (as of December 31, 2010)
<input type="radio"/> Contract	


---

Survey Design, Hosting and Analysis by RESEARCHWORKS INC.



Web Page 4:

**Certified  
Management  
Accountants**



Completed 

**8. Your average hours of work per week in 2010: (required response)**


WITH SOME BROWSERS, YOU MAY SEE BLUE HIGHLIGHTING IN THE DROP DOWN LIST - IF SO, CLICK ANYWHERE OUTSIDE THE DROP DOWN LIST TO LOCK IN YOUR SELECTION



Web Page 5:



**Certified  
Management  
Accountants**

Completed 

**SECTION 2: ABOUT YOUR OCCUPATION**


**11. Type of business sector: (required response)**

<input type="radio"/> Agriculture, Forestry & Fisheries	<input type="radio"/> Insurance & Real Estate
<input type="radio"/> Communications & Media	<input type="radio"/> Manufacturing
<input type="radio"/> Construction	<input type="radio"/> Marketing & Advertising
<input type="radio"/> Consulting Services	<input type="radio"/> Mining, Oil & Gas Extraction
<input type="radio"/> Consumer Packaged Goods	<input type="radio"/> Not-For-Profit
<input type="radio"/> Education	<input type="radio"/> Public Accounting
<input type="radio"/> Engineering & Research Development	<input type="radio"/> Public Administration
<input type="radio"/> Entertainment	<input type="radio"/> Retail Trade
<input type="radio"/> Finance	<input type="radio"/> Services
<input type="radio"/> Health Care Services	<input type="radio"/> Transportation
<input type="radio"/> Hospitality, Tourism, Recreation & Travel	<input type="radio"/> Utilities & Energy
<input type="radio"/> Information Technology (Non-Consulting)	<input type="radio"/> Wholesale Trade
<input type="radio"/> Other: <input type="text"/>	

[<< Prior Page](#)   [Finish Later](#)   [Next Page >>](#)

---

Survey Design, Hosting and Analysis by RESEARCHWORKS INC.



Web Page 6:



**Certified  
Management  
Accountants**

Completed 

**12. Are you an employee or are you self-employed (owner / partner)? (required response)**

Employee    Self-employed / Owner / Partner



[<< Prior Page](#)   [Finish Later](#)   [Next Page >>](#)


---

Survey Design, Hosting and Analysis by RESEARCHWORKS INC.



Web Page 7:

**Certified  
Management  
Accountants**

Completed 

**13. Do you have partners or are you a sole proprietor?**  
 Have partners  Sole proprietor


**14. What was your total gross billings / sales total for 2010? (required response)**

**15. Not including yourself, how many full-time employees do you have?**



[<< Prior Page](#) [Finish Later](#) [Next Page >>](#)

---


Survey Design, Hosting and Analysis by RESEARCHWORKS INC.



Web Page 8:

**Certified Management Accountants**

Completed 

**16. Your company size - number of employees in ONTARIO:**

10 or less     
  51-100     
  251-500     
  1001-2000  
 11-50     
  101-250     
  501-1000     
  2001 and over

**17. Your company's total annual sales: (ALL REGIONS / INTERNATIONAL)**

<\$50 million  
 \$50 to <\$100 million  
 \$100 to <\$250 million  
 \$250 million and over  
 Not applicable (work in government or not-for-profit)

**18. Your position:**


<input type="radio"/> Junior Analyst	<input type="radio"/> Vice President
<input type="radio"/> Intermediate Analyst	<input type="radio"/> President
<input type="radio"/> Senior Analyst	<input type="radio"/> Chief Financial Officer
<input type="radio"/> Financial Analyst	<input type="radio"/> Partner
<input type="radio"/> Junior Accountant	<input type="radio"/> Principal
<input type="radio"/> Intermediate Accountant	<input type="radio"/> Sole Proprietor
<input type="radio"/> Senior Accountant	<input type="radio"/> Academic
<input type="radio"/> Supervisor	<input type="radio"/> Internal Auditor
<input type="radio"/> Manager	<input type="radio"/> Government Auditor
<input type="radio"/> Chief Accountant	<input type="radio"/> External Auditor
<input type="radio"/> Assistant Controller	<input type="radio"/> Systems Analyst
<input type="radio"/> Controller	<input type="radio"/> Executive (Non Accounting)
<input type="radio"/> Treasurer	<input type="radio"/> Supervisor (Non Accounting)
<input type="radio"/> Director	<input type="radio"/> Analyst / Internal Consultant (Non Accounting)
<input type="radio"/> Corporate Secretary	<input type="radio"/> Consultant
<input type="radio"/> General Manager	
<input type="radio"/> Other: <input type="text"/>	

**19. The level at which you work in your organization: (required response)**

Entry / Technical Accounting     
  Middle Management  
 Technical / Support     
  Senior Management  
 Supervisory / Junior Management     
  Executive  
 Other:

---

Survey Design, Hosting and Analysis by **RESEARCHWORKS INC.**



Web Page 9:




Completed

**SECTION 3: ABOUT YOUR COMPENSATION**

The following questions are based on your pre-tax compensation for 2010. We require 2010 income versus 2011 income so we can have complete earnings for the entire 12 month period (base, bonuses, etc.)

Please help us effectively analyze your responses by doing the following:

- DO NOT USE "\$"
- DO NOT USE SPACES TO SEPARATE THOUSANDS (COMMAS PERMITTED)
- ROUND TO THE NEAREST DOLLAR AND DO NOT REPORT CENTS
- REPORT ALL COMPENSATION IN CANADIAN DOLLARS
- DOUBLE CHECK YOUR ENTRY FOR ACCURACY

**20. Your annual base salary / income for 2010 not including commissions, bonuses, profit-sharing or any incentives: (IF "0", ENTER 0)**

<< Prior Page
Finish Later
Next Page >>



Survey Design, Hosting and Analysis by RESEARCHWORKS INC.

Web Page 10:




Completed

**You entered \_ANSWER\_Q21\_ for your 2010 base salary. If this is not correct, please carefully re-enter your base salary in "other".**

Yes - is correct  
 Other:

<< Prior Page
Finish Later
Next Page >>



Survey Design, Hosting and Analysis by RESEARCHWORKS INC.

Web Page 11:

  **Certified Management Accountants**

Completed 

21. Any commissions, bonuses, profit-sharing or incentives paid to you in 2010, not including any exercised stock options granted by your employer: (IF "0", ENTER 0)

[<< Prior Page](#) [Finish Later](#) [Next Page >>](#)

Survey Design, Hosting and Analysis by RESEARCHWORKS INC. 

Web Page 12:

  **Certified Management Accountants**

Completed 

You entered ANSWER\_Q23 for your 2010 commissions, bonuses, profit-sharing or incentives. If this is not correct, please carefully re-enter the amount in "other".

Yes - is correct

Other:

[<< Prior Page](#) [Finish Later](#) [Next Page >>](#)

Survey Design, Hosting and Analysis by RESEARCHWORKS INC. 

Web Page 13:



Lightbulb icon | **CMA Certified Management Accountants**

Completed 

22. Did you participate in stock options in 2010?  
 Yes  No

23. Did you exercise any stock options in 2010? (required response)  
 Yes  No

<< Prior Page   Finish Later   Next Page >>

---

Survey Design, Hosting and Analysis by RESEARCHWORKS INC.



Web Page 14:



Lightbulb icon | **CMA Certified Management Accountants**

Completed 

24. How much did you gain (net) by exercising your stock options in 2010?

<< Prior Page   Finish Later   Next Page >>

---

Survey Design, Hosting and Analysis by RESEARCHWORKS INC.



Web Page 15:



**Certified  
Management  
Accountants**

Completed

**25. Select all the benefits that contributed to your compensation package in 2010:**

- |   |   |
|---|---|
| <input type="checkbox"/> None (I am self-employed or contract)            | <input type="checkbox"/> CMA Strategic Leadership Programs Fees - Part      |
| <input type="checkbox"/> None (I am <u>not</u> self-employed or contract) | <input type="checkbox"/> CMA Accelerated Program Fees - Whole               |
| <input type="checkbox"/> Pension Plan / RRSP Contribution                 | <input type="checkbox"/> CMA Accelerated Program Fees - Part                |
| <input type="checkbox"/> Disability Insurance                             | <input type="checkbox"/> CMA Entrance Exam and Prep Program - Whole         |
| <input type="checkbox"/> Group Life Insurance                             | <input type="checkbox"/> CMA Entrance Exam and Prep Program - Part          |
| <input type="checkbox"/> Supplementary Medical Plan                       | <input type="checkbox"/> Club Fees Paid                                     |
| <input type="checkbox"/> Dental Plan                                      | <input type="checkbox"/> Conference Fees Paid                               |
| <input type="checkbox"/> Vision Plan                                      | <input type="checkbox"/> Flex Time  |
| <input type="checkbox"/> Ontario Health Care Premiums                     | <input type="checkbox"/> Home / Office Work Option                          |
| <input type="checkbox"/> Company Car                                      | <input type="checkbox"/> Stock Options                                      |
| <input type="checkbox"/> Car Allowance                                    | <input type="checkbox"/> Stock Purchase Savings Plan                        |
| <input type="checkbox"/> Parking  | <input type="checkbox"/> Share / Stock Purchase Plan                        |
| <input type="checkbox"/> Reduced Rate Loans / Mortgages                   | <input type="checkbox"/> Savings Plan / Account (other than stock purchase) |
| <input type="checkbox"/> CMA Membership Fee - Whole                       | <input type="checkbox"/> Profit-Sharing                                     |
| <input type="checkbox"/> CMA Membership Fee - Part                        | <input type="checkbox"/> Cash Incentives                                    |
| <input type="checkbox"/> Professional Development Fees Paid               | <input type="checkbox"/> Meal / Travel Allowance                            |
| <input type="checkbox"/> CMA Strategic Leadership Program Fees - Whole    | <input type="checkbox"/> Additional Vacation Allowance                      |
| <input type="checkbox"/> Other: <input type="text"/>                      |   |



**26. How satisfied are you with your overall level of compensation for 2010?**

- Very Satisfied
- Satisfied
- Dissatisfied
- Very Dissatisfied

**27. If you have any comments that would help us clarify your salary or any other responses, please use this space. (please note your comments will be provided word-for-word to CMA Ontario along with comments made by other respondents)**

[<< Prior Page](#)   [Finish Later](#)   [Next Page >>](#)

Web Page 16:

**Certified Management Accountants**

Completed 

**28. Overall, based on your needs and expectations as a member, how satisfied would you say you are with your CMA membership? (required response)**

Very Satisfied  
 Satisfied  
 Dissatisfied  
 Very Dissatisfied  
 Don't Know


**29. The survey is complete! Would you like to enter a draw for a chance to win one (1) \$500 gift certificate from Future Shop? (required response)**

Yes  No

[<< Prior Page](#) [Finish Later](#) [Next Page >>](#)

---

Survey Design, Hosting and Analysis by RESEARCHWORKS INC.



Web Page 17:

**Certified Management Accountants**

Completed 

Please complete the following information if you would like to enter the draw.

**NAME:**

**E-MAIL:**

**TELEPHONE:**

[<< Prior Page](#) [Finish Later](#) [Next Page >>](#)

---

Survey Design, Hosting and Analysis by RESEARCHWORKS INC.



Web Page 18:

  **Certified  
Management  
Accountants**

**Your Survey Has Been Received!**

Thank you for taking the time to complete this important survey. Results will be released summer 2011.

---

*Survey Design, Hosting and Analysis by RESEARCHWORKS INC.*



Appendix C  
DETAILED DATA TABLES

**CERTIFIED MANAGEMENT ACCOUNTS OF ONTARIO  
(FILTERING TABLES)**

**3. Your current CMA status: (required response)**

	Frequency	Percent	Valid Percent	Cumulative Percent
CMA	3997	84.3	84.3	84.3
Candidate in Strategic Leadership Program	732	15.4	15.4	99.7
Retired CMA (as of December 31, 2008)	13	.3	.3	100.0
<b>Total</b>	<b>4742</b>	<b>100.0</b>	<b>100.0</b>	

	3. Recode retired to CMA (USE FOR SAL TABLES)				Total	
	CMA		Candidate in Strategic Leadership Program		Count	Col %
	Count	Col %	Count	Col %		
Full-time (35+ hrs / week)	3643	90.8%	685	93.6%	4328	91.3%
Part-time (<35 hrs / week)	32	.8%	4	.5%	36	.8%
Self-employed	188	4.7%	9	1.2%	197	4.2%
Contract	40	1.0%	24	3.3%	64	1.3%
Unemployed	51	1.3%	8	1.1%	59	1.2%
Leave / extended absence	43	1.1%	2	.3%	45	.9%
Retired (as of December 31, 2010)	13	.3%			13	.3%
<b>Total</b>	<b>4010</b>	<b>100.0%</b>	<b>732</b>	<b>100.0%</b>	<b>4742</b>	<b>100.0%</b>

	3. Recode retired to CMA (USE FOR SAL TABLES)				Total	
	CMA		Candidate in Strategic Leadership Program		Count	Col %
	Count	Col %	Count	Col %		
ON	3578	95.0%	692	98.0%	4270	95.4%
Other Canada	24	.6%	7	1.0%	31	.7%
USA	99	2.6%			99	2.2%
International	56	1.5%	7	1.0%	63	1.4%
Mix of Countries	11	.3%			11	.2%
<b>Total</b>	<b>3768</b>	<b>100.0%</b>	<b>706</b>	<b>100.0%</b>	<b>4474</b>	<b>100.0%</b>

	3. Recode retired to CMA (USE FOR SAL TABLES)				Total	
	CMA		Candidate in Strategic Leadership Program		Count	Col %
	Count	Col %	Count	Col %		
Bay of Quinte	22	.6%	2	.3%	24	.6%
Brantford	32	.9%	2	.3%	34	.8%
Durham	67	1.9%	8	1.2%	75	1.8%
Far North	6	.2%	2	.3%	8	.2%
Georgian Bay	47	1.3%	5	.7%	52	1.2%
Grand River	224	6.4%	20	2.9%	244	5.8%
Halton	110	3.1%	13	1.9%	123	2.9%
Hamilton	102	2.9%	8	1.2%	110	2.6%
Kitchener-Guelph	52	1.5%	19	2.8%	71	1.7%
Kent County	12	.3%	3	.4%	15	.4%
Kingston	6	.2%	1	.1%	7	.2%
Lakehead	22	.6%	1	.1%	23	.5%
Lambton-Bluewater	23	.7%			23	.5%
Liftlock	12	.3%			12	.3%
London	127	3.6%	19	2.8%	146	3.5%
Niagara	59	1.7%	3	.4%	62	1.5%
North Bay	18	.5%	2	.3%	20	.5%
Ottawa Valley	528	15.0%	70	10.3%	598	14.2%
Peel / Mississauga	383	10.9%	107	15.8%	490	11.7%
Peterborough	8	.2%	1	.1%	9	.2%
Sault Ste. Marie	24	.7%	3	.4%	27	.6%
St. Lawrence River	15	.4%			15	.4%
Sudbury	31	.9%	5	.7%	36	.9%
Toronto	1366	38.8%	346	51.0%	1712	40.7%
Windsor	47	1.3%	6	.9%	53	1.3%
York	137	3.9%	18	2.7%	155	3.7%
Other Ontario	44	1.2%	14	2.1%	58	1.4%
Total	3524	100.0%	678	100.0%	4202	100.0%

**CMA SALARY TABLES**

\* NOTE: To protect confidentiality, where base is less than 3, financial data has been removed, and where base is less than 5, 25<sup>th</sup> percentile and 75<sup>th</sup> percentile have been removed.

**STATISTICS FOR TOTAL CASH (base + bonus)**

3. Recode retired to CMA (USE FOR SAL TABLES)							
CMA							
Minimum	Maximum	P25	Median	P75	Mean	Valid N	
15,000	1,800,000	80,000	101,000	134,000	119,352	N=3524	

**STATISTICS FOR Q20. Your annual base salary/income for 2010 not including commissions, bonuses, profit-sharing or any incentives**

3. Recode retired to CMA (USE FOR SAL TABLES)							
CMA							
Minimum	Maximum	P25	Median	P75	Mean	Valid N	
\$0	\$800,000	\$77,000	\$94,000	\$118,000	\$102,350	N=3524	

**STATISTICS FOR Q21. (Incl.\$0) Any commissions, bonuses, profit-sharing or any incentives paid to you in 2010 not including any exercised stock options granted by your employer**

3. Recode retired to CMA (USE FOR SAL TABLES)							
CMA							
Minimum	Maximum	P25	Median	P75	Mean	Valid N	
\$0	\$1,500,000	\$0	\$5,000	\$16,000	\$17,002	N=3524	

**STATISTICS FOR Q21. (NOT Incl.\$0) Any commissions, bonuses, profit-sharing or any incentives paid to you in 2010 not including any exercised stock options granted by your employer**

3. Recode retired to CMA (USE FOR SAL TABLES)							
CMA							
Minimum	Maximum	P25	Median	P75	Mean	Valid N	
\$100	\$1,500,000	\$6,000	\$12,000	\$25,000	\$26,736	N=2241	

25. Select all the benefits that contributed to your compensation package in 2010.

	3. Your current CMA status: (required response)		Total	
	CMA		Count	Col %
	Count	Col %		
None (I am self-employed or contract)	135	4.0%	135	4.0%
None (I am not self-employed or contract)	45	1.3%	45	1.3%
Pension Plan / RRSP Contribution	2487	73.4%	2487	73.4%
Disability Insurance	2193	64.8%	2193	64.8%
Group Life Insurance	2636	77.8%	2636	77.8%
Supplementary Medical Plan	2242	66.2%	2242	66.2%
Dental Plan	2921	86.3%	2921	86.3%
Vision Plan	2549	75.3%	2549	75.3%
Ontario Health Care Premiums	700	20.7%	700	20.7%
Company Car	141	4.2%	141	4.2%
Car Allowance	254	7.5%	254	7.5%
Parking	465	13.7%	465	13.7%
Reduced Rate Loans / Mortgages	91	2.7%	91	2.7%
CMA Member Fee - Whole	2425	71.6%	2425	71.6%
CMA Member Fee - Part	58	1.7%	58	1.7%
Professional Development Fees Paid	1227	36.2%	1227	36.2%
CMA Strategic Leadership Program Fees - Whole	347	10.2%	347	10.2%
CMA Strategic Leadership Program Fees - Part	136	4.0%	136	4.0%
CMA Accelerated Program Fees - Whole	129	3.8%	129	3.8%
CMA Accelerated Program Fees - Part	38	1.1%	38	1.1%
CMA Entrance Exam and Prep Program - Whole	139	4.1%	139	4.1%
CMA Entrance Exam and Prep Program - Part	35	1.0%	35	1.0%
Club Fees Paid	162	4.8%	162	4.8%
Conference Fees Paid	675	19.9%	675	19.9%
Flex Time	850	25.1%	850	25.1%
Home / Office Work Option	624	18.4%	624	18.4%
Stock Options	228	6.7%	228	6.7%
Stock Purchase Savings Plan	230	6.8%	230	6.8%
Share / Stock Purchase Plan	322	9.5%	322	9.5%
Savings Plan / Account (other than stock purchase)	169	5.0%	169	5.0%
Profit-Sharing	352	10.4%	352	10.4%
Cash Incentives	143	4.2%	143	4.2%
Meal / Travel Allowance	539	15.9%	539	15.9%
Additional Vacation Allowance	250	7.4%	250	7.4%
Other	101	3.0%	101	3.0%
Total	3386	100.0%	3386	100.0%

**26. How satisfied are you with your overall level of compensation for 2010?**

	3. Recode retired to CMA (USE FOR SAL TABLES)	
	CMA	
	Count	Col %
Very Dissatisfied	66	1.9%
Dissatisfied	495	14.1%
Satisfied	2222	63.3%
Very Satisfied	727	20.7%
Total	3510	100.0%

**Report**

26. How satisfied are you with your overall level of compensation for 2010?

3. Recode retired to CMA	Mean	N
CMA	3.03	3510
Total	3.03	3510

**22. Did you participate in stock options in 2010?**

	3. Recode retired to CMA (USE FOR SAL TABLES)	
	CMA	
	Count	Col %
Yes	337	9.6%
No	3180	90.4%
Total	3517	100.0%

**Participation in Stock Options in 2010 by req1912 (includes Self-Employed Q12).**

	22. Did you participate in stock options in 2010?				Total	
	Yes		No		Count	Row %
	Count	Row %	Count	Row %		
Entry / Technical Accounting	9	7.5%	111	92.5%	120	100.0%
Technical / Support	19	5.3%	337	94.7%	356	100.0%
Supervisory / Junior Management	34	7.0%	453	93.0%	487	100.0%
Middle Management	103	8.8%	1061	91.2%	1164	100.0%
Senior Management	105	13.0%	701	87.0%	806	100.0%
Executive	63	14.7%	366	85.3%	429	100.0%
Self-Employed	4	3.4%	114	96.6%	118	100.0%
Other			37	100.0%	37	100.0%
Total	337	9.6%	3180	90.4%	3517	100.0%

**23. Did you exercise any stock options in 2010?**

	3. Recode retired to CMA (USE FOR SAL TABLES)	
	CMA	
	Count	Col %
Yes	107	3.0%
No	3415	97.0%
Total	3522	100.0%

**24. How much did you gain (net) by exercising your stock options in 2010?**

	3. Recode retired to CMA (USE FOR SAL TABLES)						
	CMA						
	Minimum	Maximum	P25	Median	P75	Mean	Valid N
	\$0	\$700,000	\$4,800	\$15,000	\$35,000	\$50,451	N=105

**Total Cash by Q1. Gender**

	P25	Median	P75	Mean	Valid N	Col %
Male	85,000	107,000	145,000	129,333	2162	61.6%
Female	75,150	92,000	116,000	103,343	1345	38.4%
Group Total	80,000	101,000	134,000	119,365	3507	100.0%

**Total Cash by Q2. Your highest level of education attained:**

	P25	Median	P75	Mean	Valid N	Col %
Some or completed high school	99,500	116,750	173,725	135,347	36	1.0%
Some college / technical	86,750	109,300	151,375	124,668	38	1.1%
Business diploma / certificate	90,000	105,700	139,725	126,406	320	9.1%
Some university	88,675	108,450	135,575	118,816	146	4.1%
Non-business undergrad degree	83,925	101,350	137,875	114,794	316	9.0%
Business undergrad degree	75,000	95,000	122,500	111,369	1719	48.8%
Graduate degree	87,950	107,000	145,000	131,936	925	26.3%
Doctoral degree	108,500	150,000	174,450	142,781	21	.6%
Group Total	80,000	101,000	134,000	119,331	3521	100.0%

**4. Other professional qualifications.**

		3. Recode retired to CMA (USE FOR SAL TABLES)	
		CMA	
		Count	Col %
\$q4mult	CA	55	4.9%
	CGA	12	1.1%
	MBA	613	55.0%
	CFA	39	3.5%
	CAPPA	2	.2%
	CIA	61	5.5%
	CPA	53	4.8%
	CFP	26	2.3%
	CFE	21	1.9%
	C. Dir	13	1.2%
	CHRP	14	1.3%
	P. Eng	39	3.5%
	PMP	47	4.2%
	Other	389	34.9%
Total		1114	100.0%

**Total Cash by Q5. Year CMA designation received**

	P25	Median	P75	Mean	Valid N	Col %
1980 or before	100,600	120,000	185,000	147,917	99	2.8%
1981 - 1990	96,400	120,000	162,500	151,645	713	20.3%
1991 - 2000	91,500	111,000	149,000	130,863	1035	29.5%
2001 - 2005	86,375	103,000	131,000	116,350	466	13.3%
2006 - 2010	66,100	80,000	100,000	88,911	1195	34.1%
Group Total	80,000	101,000	134,000	119,349	3508	100.0%

**MEAN VALUES: Q5. Year CMA designation received.**

	Mean	Median	Minimum	Maximum	Valid N
CMA 5. If current CMA member, please indicate year CMA designation obtained:	1998	2000	1969	2010	3508

**Total Cash by Q6. Age (grouped)**

	P25	Median	P75	Mean	Valid N	Col %
Up to 29	57,500	68,000	79,025	70,203	326	9.5%
30 to 39	76,000	92,000	115,000	102,166	988	28.8%
40 to 49	88,000	107,000	145,000	130,204	1072	31.3%
Over 50	95,000	115,000	155,750	139,283	1040	30.4%
Group Total	80,000	101,000	133,550	119,165	3426	100.0%

**MEAN VALUES: Q6. Age.**

	Mean	Median	Minimum	Maximum	Valid N
CMA 6. Your age:	43	44	24	76	3426

**Total Cash by Q8. Average hours worked per week in 2010 (grouped)**

	P25	Median	P75	Mean	Valid N	Col %
35 - 40 hours	75,000	90,000	108,275	98,943	1686	47.8%
41 - 45 hours	81,375	104,250	138,000	119,269	834	23.7%
46 - 50 hours	97,500	125,000	167,975	145,965	648	18.4%
over 51	103,400	133,000	178,500	167,759	356	10.1%
Group Total	80,000	101,000	134,000	119,352	3524	100.0%

**MEAN VALUES Q8. Average hours worked per week in 2010**

	Mean	Median	Minimum	Maximum	Valid N
CMA 8. Your average hours of work per week in 2010:	44	42	35	85	3524

**Total Cash by Q9-CMA. Total years of business experience (before and after earning your designation) (grouped)**

	P25	Median	P75	Mean	Valid N	Col %
Less than 10 years	63,000	76,000	91,725	80,505	840	24.1%
11 - 15 years	83,500	100,000	125,000	110,588	549	15.7%
16 - 20 years	86,350	105,000	140,500	125,513	465	13.3%
21 - 25 years	92,000	110,450	150,000	138,631	536	15.4%
Over 26 years	95,000	117,050	157,000	140,536	1100	31.5%
Group Total	80,000	100,900	133,775	119,082	3490	100.0%

**MEAN VALUES Q9-CMA. Total years of business experience.**

	Mean	Median	Minimum	Maximum	Valid N
CMA 9. Total years of business experience - if you are a CMA, this includes all business	20	20	2	53	3490

**Total Cash by Q10. Region where you primarily work:**

	P25	Median	P75	Mean	Valid N	Col %
Bay of Quinte	76,025	101,500	114,625	99,618	22	.6%
Brantford	75,400	90,900	113,750	92,584	32	.9%
Durham	82,000	95,000	120,000	112,067	67	1.9%
Far North	91,325	100,300	144,725	115,767	6	.2%
Georgian Bay	82,000	101,700	138,300	115,051	47	1.3%
Grand River	80,000	100,500	129,250	111,540	224	6.4%
Halton	84,875	110,100	140,500	126,885	110	3.1%
Hamilton	76,525	93,000	114,750	105,128	102	2.9%
Kitchener-Guelph	69,125	89,000	110,000	105,796	52	1.5%
Kent County	76,300	98,500	110,125	94,767	12	.3%
Kingston	91,050	114,050	128,250	107,417	6	.2%
Lakehead	60,750	87,600	115,700	109,377	22	.6%
Lambton-Bluewater	79,000	85,000	141,100	113,935	23	.7%
Liftlock	80,050	126,000	173,500	126,458	12	.3%
London	75,000	93,000	121,300	104,462	127	3.6%
Niagara	87,000	98,500	138,900	121,417	59	1.7%
North Bay	82,500	107,100	142,500	125,839	18	.5%
Ottawa Valley	81,250	98,800	122,000	109,374	528	15.0%
Peel / Mississauga	83,000	109,400	150,000	128,963	383	10.9%
Peterborough	81,375	94,950	115,875	95,200	8	.2%
Sault Ste. Marie	78,200	87,000	107,250	105,221	24	.7%
St. Lawrence River	70,000	102,000	145,000	123,453	15	.4%
Sudbury	70,000	90,500	104,200	112,842	31	.9%
Toronto	82,500	104,000	140,000	127,533	1366	38.8%
Windsor	67,000	80,000	100,000	96,302	47	1.3%
York	84,150	103,500	138,500	118,472	137	3.9%
Other Ontario	79,000	100,000	117,500	111,273	44	1.2%
Group Total	80,000	101,000	134,000	119,352	3524	100.0%

**Total Cash by Q11. Type of business sector**

	P25	Median	P75	Mean	Valid N	Col %
Agriculture, Forestry & Fisheries	75,000	84,000	100,000	94,758	19	.5%
Communications & Media	84,875	103,700	139,850	120,609	106	3.0%
Construction	71,500	109,700	157,750	130,440	73	2.1%
Consulting Services	84,475	109,000	149,375	128,656	132	3.7%
Consumer Packaged Goods	80,000	109,000	149,500	131,481	119	3.4%
Education	75,000	98,100	122,900	107,622	143	4.1%
Engineering & Research	85,075	103,050	147,750	127,661	74	2.1%
Entertainment	68,625	102,150	132,750	189,245	38	1.1%
Finance	81,025	104,000	140,000	131,438	472	13.4%
Health Care Services	80,000	95,000	120,000	113,347	161	4.6%
Hospitality, Tourism,	84,000	96,200	145,000	117,555	31	.9%
Information Technology	84,000	104,600	150,000	131,900	151	4.3%
Insurance & Real Estate	77,700	100,250	135,000	121,132	208	5.9%
Manufacturing	83,000	102,000	135,000	115,509	494	14.0%
Marketing & Advertising	75,000	117,500	169,350	136,538	24	.7%
Mining, Oil & Gas Extraction	103,450	138,950	167,750	154,852	46	1.3%
Not-For-Profit	75,000	90,000	110,000	101,731	163	4.6%
Public Accounting	72,000	89,500	123,000	103,923	117	3.3%
Public Administration	81,000	96,500	110,750	100,961	472	13.4%
Retail Trade	66,500	100,000	133,000	115,465	107	3.0%
Services	78,500	107,000	151,600	127,886	87	2.5%
Transportation	73,000	105,500	125,000	104,546	70	2.0%
Utilities & Energy	90,050	114,500	139,625	122,841	120	3.4%
Wholesale Trade	84,300	107,950	151,850	136,503	86	2.4%
Other / Multiple	103,000	128,000	210,000	146,800	9	.3%
Group Total	80,000	101,000	134,000	119,326	3522	100.0%

**Total Cash by Q12. Are you an employee or are you self-employed (owner/partner)?**

	P25	Median	P75	Mean	Valid N	Col %
Employee	80,050	100,800	133,000	117,817	3405	96.6%
Self-employed / Owner / Partner	78,000	120,000	175,000	163,271	119	3.4%
Group Total	80,000	101,000	134,000	119,352	3524	100.0%

**13. (IF Self-Employed) Do you have partners or are you a sole proprietor?**

	3. Recode retired to CMA (USE FOR SAL TABLES)		Total	
	CMA		Count	Col %
	Count	Col %		
Have partners	37	32.2%	37	32.2%
Sole Proprietor	78	67.8%	78	67.8%
Total	115	100.0%	115	100.0%

**Total Cash by Q13. (IF Self-Employed) Do you have partners or are you a sole proprietor?**

	P25	Median	P75	Mean	Valid N	Col %
Have partners	100,500	169,700	332,350	265,341	37	32.2%
Sole Proprietor	70,000	100,000	140,000	118,142	78	67.8%
Group Total	78,000	120,000	177,000	165,502	115	100.0%

**14. (IF Self-Employed) What was your total gross billings/total sales for 2010?**

	P25	Median	P75	Mean	Valid N	Col %
CMA 14. FINAL - round. What was your total gross billings/sales total for 2010?	107,000	200,000	1,150,000	8,600,391	117	100.0%

**15. (IF Self-Employed) How many full-time employees do you have?**

	Mean	P25	Median	P75	Minimum	Maximum	Valid N
CMA 15. How many full-time employees do you have?	115.6	.0	1.0	9.0	.0	6000.0	117

**Total Cash by Q16. (Employees Only) Your company size - number of employees in ONTARIO?**

	P25	Median	P75	Mean	Valid N	Col %
10 or less	63,500	95,000	126,000	109,295	59	1.7%
11-50	76,825	98,000	120,600	109,092	304	9.0%
51-100	82,275	106,000	135,975	118,226	272	8.0%
101-250	80,000	102,550	140,250	118,624	382	11.3%
251-500	80,000	103,000	146,000	127,259	355	10.5%
501-1000	80,000	102,400	141,000	126,611	343	10.1%
1001-2000	84,000	100,000	134,250	121,603	266	7.8%
2001 and over	81,000	100,000	127,500	114,636	1408	41.5%
Group Total	80,050	100,800	133,000	117,865	3389	100.0%

**Total Cash by Q17. (Employees Only) Your company's total annual sales: (ALL REGIONS/INTERNATIONAL)**

	P25	Median	P75	Mean	Valid N	Col %	
17. Your company's total annual sales: (ALL REGIONS/INTERNATIONAL)	<\$50 million	79,000	100,000	127,750	113,422	688	20.4%
	\$50 to <\$100 million	77,000	103,500	145,000	118,419	259	7.7%
	\$100 to <\$250 million	84,000	105,500	149,250	127,073	252	7.5%
	\$250 million and over	84,200	107,000	144,000	127,582	1463	43.3%
	Not applicable (work in government or not-for-profit)	78,000	92,000	110,000	98,968	716	21.2%
Group Total		80,000	100,850	133,000	117,892	3378	100.0%

**Total Cash by Q18. (Employees Only) Your position**

	P25	Median	P75	Mean	Valid N	Col %
Junior Analyst	57,000	58,750	83,250	66,750	6	.2%
Intermediate Analyst	60,625	70,000	82,375	72,865	48	1.4%
Senior Analyst	72,500	82,000	92,000	83,235	353	10.4%
Financial Analyst	59,000	68,000	79,700	69,366	219	6.4%
Junior Accountant	42,050	45,000	70,900	57,989	9	.3%
Intermediate Accountant	50,000	55,000	67,300	60,774	38	1.1%
Senior Accountant	60,500	70,500	86,000	73,993	91	2.7%
Supervisor	73,500	85,500	95,625	85,972	78	2.3%
Manager	86,000	101,800	116,000	105,570	833	24.5%
Chief Accountant	81,075	89,750	97,250	95,417	12	.4%
Assistant Controller	71,450	91,400	108,850	96,490	41	1.2%
Controller	90,000	104,200	129,850	111,467	430	12.7%
Treasurer	84,625	120,500	179,075	137,000	34	1.0%
Director	114,300	135,750	164,250	153,604	434	12.8%
Corporate Secretary	n/a	n/a	n/a	n/a	1	.0%
General Manager	105,000	150,500	175,000	151,836	39	1.1%
Vice President	145,700	181,300	235,000	201,226	173	5.1%
President	123,750	217,950	279,750	243,224	34	1.0%
Chief Financial Officer	113,325	160,500	212,525	182,535	184	5.4%
Partner	n/a	n/a	n/a	n/a	2	.1%
Principal	125,000	166,400	189,000	295,214	7	.2%
Academic	97,500	110,000	152,500	123,307	30	.9%
Internal Auditor	77,000	89,500	107,000	96,113	47	1.4%
Government Auditor	61,000	81,200	90,750	80,211	53	1.6%
External Auditor	76,000	100,800	142,000	107,360	5	.1%
Systems Analyst	76,500	88,000	100,000	86,457	7	.2%
Executive (Non Accounting)	134,250	152,000	229,500	212,106	48	1.4%
Supervisor (Non Accounting)	n/a	101,150	n/a	99,925	4	.1%
Analyst/Internal Consultant	79,700	88,000	105,250	95,390	58	1.7%
Consultant	77,250	95,000	128,000	105,834	38	1.1%
Other	79,875	96,000	120,750	105,283	42	1.2%
Group Total	80,175	100,900	133,000	117,868	3398	100.0%

**Total Cash by Q19. (Employees Only) The level at which you work in your organization?**

	P25	Median	P75	Mean	Valid N	Col %
Entry / Technical Accounting	56,250	65,500	73,775	66,379	120	3.5%
Technical / Support	60,900	74,650	87,000	76,460	358	10.5%
Supervisory / Junior	71,000	83,000	95,000	85,072	487	14.3%
Middle Management	86,425	101,000	119,125	107,390	1166	34.2%
Senior Management	98,000	124,000	157,000	136,833	807	23.7%
Executive	120,375	162,100	223,000	197,034	430	12.6%
Other	79,000	100,000	122,400	108,941	37	1.1%
Group Total	80,050	100,800	133,000	117,817	3405	100.0%

**CANDIDATE TABLES**

\* NOTE: To protect confidentiality, where base is less than 3, financial data has been removed, and where base is less than 5, 25<sup>th</sup> percentile and 75<sup>th</sup> percentile have been removed.

**STATISTICS FOR TOTAL CASH (base + bonus)**

3. Recode retired to CMA (USE FOR SAL TABLES)							
Candidate in Strategic Leadership Program							
Minimum	Maximum	P25	Median	P75	Mean	Valid N	
25,000	347,000	47,500	58,000	72,500	62,965	N=678	

**TOTAL CASH (base + bonus) by CMA Ontario Candidate ranges**

	3. Recode retired to CMA (USE FOR SAL TABLES)	
	Candidate in Strategic Leadership Program	
	Count	Col %
Low thru \$39,999.99	56	8.3%
\$40,000 - \$49,999.99	141	20.8%
\$50,000 - \$59,999.99	166	24.5%
\$60,000 - \$69,999.99	115	17.0%
\$70,000 - \$79,999.99	74	10.9%
\$80,000 - \$89,999.99	44	6.5%
\$90,000 thru highest	82	12.1%
Total	678	100.0%

**STATISTICS FOR Q20. Your annual base salary/income for 2010 not including commissions, bonuses, profit-sharing or any incentives**

3. Recode retired to CMA (USE FOR SAL TABLES)							
Candidate in Strategic Leadership Program							
Minimum	Maximum	P25	Median	P75	Mean	Valid N	
\$5,000	\$140,000	\$45,850	\$55,000	\$70,000	\$59,097	N=678	

**STATISTICS FOR Q21. (Incl.\$0) Any commissions, bonuses, profit-sharing or any incentives paid to you in 2010 not including any exercised stock options granted by your employer**

3. Recode retired to CMA (USE FOR SAL TABLES)							
Candidate in Strategic Leadership Program							
Minimum	Maximum	P25	Median	P75	Mean	Valid N	
\$0	\$228,000	\$0	\$600	\$5,000	\$3,868	N=678	

**STATISTICS FOR Q21. (NOT Incl.\$0) Any commissions, bonuses, profit-sharing or any incentives paid to you in 2010 not including any exercised stock options granted by your employer**

3. Recode retired to CMA (USE FOR SAL TABLES)							
Candidate in Strategic Leadership Program							
Minimum	Maximum	P25	Median	P75	Mean	Valid N	
\$100	\$228,000	\$2,400	\$5,000	\$9,000	\$7,346	N=357	

**25. Select all the benefits that contributed to your compensation package in 2010.**

	3. Your current CMA status: (required response)		Total	
	Candidate in Strategic Leadership Program		Count	Col %
	Count	Col %		
\$multq25 None (I am self-employed or contract)	20	3.1%	20	3.1%
None (I am not self-employed or contract)	17	2.6%	17	2.6%
Pension Plan / RRSP Contribution	446	69.3%	446	69.3%
Disability Insurance	399	62.0%	399	62.0%
Group Life Insurance	489	75.9%	489	75.9%
Supplementary Medical Plan	400	62.1%	400	62.1%
Dental Plan	556	86.3%	556	86.3%
Vision Plan	479	74.4%	479	74.4%
Ontario Health Care Premiums	119	18.5%	119	18.5%
Company Car	20	3.1%	20	3.1%
Car Allowance	42	6.5%	42	6.5%
Parking	76	11.8%	76	11.8%
Reduced Rate Loans / Mortgages	17	2.6%	17	2.6%
CMA Member Fee - Whole	413	64.1%	413	64.1%
CMA Member Fee - Part	11	1.7%	11	1.7%
Professional Development Fees Paid	193	30.0%	193	30.0%
CMA Strategic Leadership Program Fees - Whole	104	16.1%	104	16.1%
CMA Strategic Leadership Program Fees - Part	65	10.1%	65	10.1%
CMA Accelerated Program Fees - Whole	57	8.9%	57	8.9%
CMA Accelerated Program Fees - Part	19	3.0%	19	3.0%
CMA Entrance Exam and Prep Program - Whole	63	9.8%	63	9.8%
CMA Entrance Exam and Prep Program - Part	14	2.2%	14	2.2%
Club Fees Paid	30	4.7%	30	4.7%
Conference Fees Paid	93	14.4%	93	14.4%
Flex Time	146	22.7%	146	22.7%
Home / Office Work Option	105	16.3%	105	16.3%
Stock Options	32	5.0%	32	5.0%
Stock Purchase Savings Plan	45	7.0%	45	7.0%
Share / Stock Purchase Plan	55	8.5%	55	8.5%
Savings Plan / Account (other than stock purchase)	20	3.1%	20	3.1%
Profit-Sharing	56	8.7%	56	8.7%
Cash Incentives	26	4.0%	26	4.0%
Meal / Travel Allowance	92	14.3%	92	14.3%
Additional Vacation Allowance	46	7.1%	46	7.1%
Other	16	2.5%	16	2.5%
Total	644	100.0%	644	100.0%

**26. How satisfied are you with your overall level of compensation for 2010?**

	3. Recode retired to CMA (USE FOR SAL TABLES)	
	Candidate in Strategic Leadership Program	
	Count	Col %
Very Dissatisfied	39	5.8%
Dissatisfied	200	29.8%
Satisfied	370	55.1%
Very Satisfied	63	9.4%
Total	672	100.0%

**Report**

26. How satisfied are you with your overall level of compensation for 2010?

	Mean	N
Candidate in Strategic Leadership Program	2.68	672
Total	2.68	672

**22. Did you participate in stock options in 2010?**

	3. Recode retired to CMA (USE FOR SAL TABLES)	
	Candidate in Strategic Leadership Program	
	Count	Col %
Yes	44	6.5%
No	632	93.5%
Total	676	100.0%

**Participation in Stock Options in 2010 by req1912 (includes Self-Employed Q12).**

	22. Did you participate in stock options in 2010?				Total	
	Yes		No		Count	Row %
	Count	Row %	Count	Row %		
Entry / Technical Accounting	13	7.1%	169	92.9%	182	100.0%
Technical / Support	10	5.8%	162	94.2%	172	100.0%
Supervisory / Junior Management	11	7.9%	128	92.1%	139	100.0%
Middle Management	8	5.7%	132	94.3%	140	100.0%
Senior Management	2	6.5%	29	93.5%	31	100.0%
Self-Employed			9	100.0%	9	100.0%
Other			3	100.0%	3	100.0%
Total	44	6.5%	632	93.5%	676	100.0%

**23. Did you exercise any stock options in 2010?**

	3. Recode retired to CMA (USE FOR SAL TABLES)	
	Candidate in Strategic Leadership Program	
	Count	Col %
Yes	10	1.5%
No	666	98.5%
Total	676	100.0%

**24. How much did you gain (net) by exercising your stock options in 2010?**

	3. Recode retired to CMA (USE FOR SAL TABLES)						
	Candidate in Strategic Leadership Program						
	Minimum	Maximum	P25	Median	P75	Mean	Valid N
	-\$200	\$540,000	\$775	\$1,550	\$11,750	\$58,800	N=10

**Total Cash by Q1. Gender**

	P25	Median	P75	Mean	Valid N	Col %
Male	48,000	60,000	77,000	65,258	417	61.8%
Female	47,000	55,000	66,125	59,217	258	38.2%
Group Total	47,500	58,000	72,500	62,949	675	100.0%

**Total Cash by Q2. Your highest level of education attained:**

	P25	Median	P75	Mean	Valid N	Col %
Business diploma / certificate	43,500	65,000	70,000	61,944	9	1.3%
Some university	40,750	51,600	81,200	63,428	18	2.7%
Non-business undergrad degree	53,125	62,500	82,375	68,205	56	8.3%
Business undergrad degree	46,850	56,000	67,250	60,370	425	62.8%
Graduate degree	49,375	65,500	83,000	67,966	166	24.5%
Doctoral degree	n/a	59,000	.	54,267	3	.4%
Group Total	47,500	58,000	72,500	62,956	677	100.0%

**Total Cash by Q6. Age (grouped)**

	P25	Median	P75	Mean	Valid N	Col %
Up to 29	43,350	52,000	61,900	55,282	309	49.2%
30 to 39	52,950	65,350	81,000	68,450	222	35.4%
40 to 49	58,425	71,250	88,200	76,287	82	13.1%
Over 50	51,000	70,000	90,000	70,567	15	2.4%
Group Total	47,925	58,300	72,475	63,044	628	100.0%

**MEAN VALUES: Q6. Age.**

	Mean	Median	Minimum	Maximum	Valid N
Candidate in Strategic Leadership Program 6. Your age:	32	30	22	58	628

**Total Cash by Q10. Region where you primarily work:**

	P25	Median	P75	Mean	Valid N	Col %
Bay of Quinte	n/a	n/a	.	n/a	2	.3%
Brantford	n/a	n/a	n/a	n/a	2	.3%
Durham	75,650	78,750	91,500	81,700	8	1.2%
Far North	n/a	n/a	.	n/a	2	.3%
Georgian Bay	49,500	59,000	76,050	62,020	5	.7%
Grand River	47,500	65,000	75,375	64,170	20	2.9%
Halton	46,000	55,000	74,750	60,438	13	1.9%
Hamilton	44,225	48,500	60,100	50,863	8	1.2%
Kitchener-Guelph	48,300	60,000	79,000	78,963	19	2.8%
Kent County	n/a	52,500	.	51,833	3	.4%
Kingston	n/a	n/a	n/a	n/a	1	.1%
Lakehead	n/a	n/a	n/a	n/a	1	.1%
London	46,500	53,000	86,800	64,184	19	2.8%
Niagara	n/a	50,900	.	56,800	3	.4%
North Bay	n/a	n/a	.	n/a	2	.3%
Ottawa Valley	51,300	58,400	70,250	61,446	70	10.3%
Peel / Mississauga	50,000	60,000	75,000	64,485	107	15.8%
Peterborough	n/a	n/a	n/a	n/a	1	.1%
Sault Ste. Marie	n/a	73,000	.	66,833	3	.4%
Sudbury	32,250	35,000	53,500	41,300	5	.7%
Toronto	45,150	58,000	71,625	62,767	346	51.0%
Windsor	39,750	51,500	67,625	52,917	6	.9%
York	45,300	55,000	73,625	60,400	18	2.7%
Other Ontario	46,600	57,350	64,000	57,293	14	2.1%
Group Total	47,500	58,000	72,500	62,965	678	100.0%

**MEAN VALUES Q8. Average hours worked per week in 2010**

		Mean	Median	Minimum	Maximum	Valid N
Candidate in Strategic Leadership Program	8. Your average hours of work per week in 2010:	41	40	35	75	678

**Total Cash by Q9-Candidate. Total years of business experience(grouped)**

	P25	Median	P75	Mean	Valid N	Col %
3 years or less	42,625	50,000	57,375	50,245	168	26.5%
4 - 5 years	47,250	56,500	64,500	57,512	137	21.6%
6 - 10 years	54,000	66,300	85,000	71,388	171	27.0%
More than 10 years	56,000	72,000	93,000	75,723	158	24.9%
Group Total	48,375	59,000	75,000	63,868	634	100.0%

**MEAN VALUES Q9-Candidate. Total years of business experience.**

		Mean	Median	Minimum	Maximum	Valid N
Candidate in Strategic Leadership Program	9. Total years of business experience - if you are a CMA, this includes all business	8	6	2	35	634

**Total Cash by Q12. Are you an employee or are you self-employed (owner/partner)?**

	P25	Median	P75	Mean	Valid N	Col %
Employee	47,300	58,000	72,000	62,606	669	98.7%
Self-employed / Owner / Partner	62,500	76,000	121,000	89,667	9	1.3%
Group Total	47,500	58,000	72,500	62,965	678	100.0%

**13. (IF Self-Employed) Do you have partners or are you a sole proprietor?**

	3. Recode retired to CMA (USE FOR SAL TABLES)		Total	
	Candidate in Strategic Leadership Program		Count	Col %
	Count	Col %		
Have partners	5	62.5%	5	62.5%
Sole Proprietor	3	37.5%	3	37.5%
Total	8	100.0%	8	100.0%

**Total Cash by Q13. (IF Self-Employed) Do you have partners or are you a sole proprietor?**

	P25	Median	P75	Mean	Valid N	Col %
Have partners	63,500	120,000	137,000	104,200	5	62.5%
Sole Proprietor	n/a	70,000	.	71,667	3	37.5%
Group Total	58,750	83,000	121,500	92,000	8	100.0%

**14. (IF Self-Employed) What was your total gross billings/total sales for 2010?**

		Minimum	Maximum	P25	Median	P75	Mean	Valid N	Col %
Candidate in Strategic Leadership Program	14. FINAL - round. What was your total gross billings/sales total for 2010?	55,000	8,000,000	85,500	200,000	1,400,000	1,322,889	9	100.0%

**15. (IF Self-Employed) How many full-time employees do you have?**

		Mean	P25	Median	P75	Minimum	Maximum	Valid N
Candidate in Strategic Leadership Program	15. How many full-time employees do you have?	9.3	.0	3.0	16.5	.0	40.0	8

**Total Cash by Q11. Type of business sector**

	P25	Median	P75	Mean	Valid N	Col %
Agriculture, Forestry & Fisheries	40,750	57,950	72,250	58,317	6	.9%
Communications & Media	47,000	62,500	78,250	66,914	29	4.3%
Construction	43,700	62,200	83,000	79,382	17	2.5%
Consulting Services	45,000	58,250	81,750	63,345	22	3.2%
Consumer Packaged Goods	45,825	58,050	75,500	62,554	24	3.5%
Education	52,500	59,150	65,450	59,006	16	2.4%
Engineering & Research	52,600	76,200	96,000	73,475	12	1.8%
Entertainment	37,625	48,100	79,350	56,113	8	1.2%
Finance	45,600	55,000	75,000	62,025	119	17.6%
Health Care Services	44,025	58,250	78,250	63,114	22	3.2%
Hospitality, Tourism,	37,350	43,000	50,975	44,133	12	1.8%
Information Technology	49,450	65,350	75,275	64,560	20	2.9%
Insurance & Real Estate	48,300	58,300	74,000	62,788	43	6.3%
Manufacturing	48,875	60,000	75,000	64,881	80	11.8%
Marketing & Advertising	35,750	45,000	65,500	52,167	6	.9%
Mining, Oil & Gas Extraction	54,625	63,500	98,250	76,108	12	1.8%
Not-For-Profit	41,575	45,000	62,000	50,918	22	3.2%
Public Accounting	47,925	52,500	64,625	56,369	26	3.8%
Public Administration	52,400	59,000	70,500	63,466	61	9.0%
Retail Trade	51,075	58,300	78,750	63,943	44	6.5%
Services	45,250	53,850	71,875	58,925	28	4.1%
Transportation	43,000	58,250	74,550	61,417	12	1.8%
Utilities & Energy	59,250	67,650	79,125	71,375	24	3.5%
Wholesale Trade	40,000	51,500	90,725	63,950	12	1.8%
Other / Multiple	n/a	n/a	n/a	n/a	1	.1%
Group Total	47,500	58,000	72,500	62,965	678	100.0%

**Total Cash by Q16. (Employees Only) Your company size - number of employees in ONTARIO?**

	P25	Median	P75	Mean	Valid N	Col %
10 or less	33,500	42,100	52,000	43,794	17	2.5%
11-50	42,000	52,000	64,000	54,180	55	8.2%
51-100	45,000	56,250	67,675	59,113	52	7.8%
101-250	42,800	54,000	62,750	57,713	60	9.0%
251-500	44,500	57,000	70,500	66,156	57	8.5%
501-1000	46,500	56,900	68,850	60,677	62	9.3%
1001-2000	49,000	64,000	83,875	66,446	56	8.4%
2001 and over	51,075	61,050	76,500	65,705	310	46.3%
Group Total	47,300	58,000	72,000	62,606	669	100.0%

**Total Cash by Q17. (Employees Only) Your company's total annual sales: (ALL REGIONS/INTERNATIONAL)**

		P25	Median	P75	Mean	Valid N	Col %
17. Your company's total	<\$50 million	41,375	52,200	64,125	55,760	134	20.2%
annual sales: (ALL	\$50 to <\$100 million	43,550	51,700	60,750	60,597	36	5.4%
REGIONS/INTERNATIONAL)	\$100 to <\$250 million	41,000	46,850	60,675	52,502	42	6.3%
	\$250 million and over	50,900	62,000	80,000	67,205	335	50.5%
	Not applicable (work in government or not-for-profit)	51,200	59,000	69,000	61,356	117	17.6%
Group Total		47,250	58,000	72,000	62,577	664	100.0%

**Total Cash by Q18. (Employees Only) Your position**

	P25	Median	P75	Mean	Valid N	Col %
Junior Analyst	36,750	46,000	53,750	47,914	21	3.1%
Intermediate Analyst	45,000	52,500	63,675	53,879	68	10.2%
Senior Analyst	59,000	67,300	77,000	68,546	85	12.7%
Financial Analyst	47,800	55,000	65,000	56,117	145	21.7%
Junior Accountant	32,750	41,000	43,275	39,457	30	4.5%
Intermediate Accountant	40,300	45,000	53,000	46,946	65	9.7%
Senior Accountant	50,000	57,000	68,000	58,329	28	4.2%
Supervisor	52,400	64,000	75,000	64,867	15	2.2%
Manager	71,875	86,000	100,000	85,480	94	14.1%
Assistant Controller	54,625	62,500	84,750	68,470	10	1.5%
Controller	58,800	70,000	95,600	85,688	25	3.7%
Treasurer	n/a	n/a	n/a	n/a	1	.1%
Director	94,000	116,500	136,500	118,625	8	1.2%
Vice President	n/a	n/a	n/a	n/a	2	.3%
Chief Financial Officer	n/a	n/a	n/a	n/a	1	.1%
Principal	n/a	n/a	n/a	n/a	1	.1%
Sole Proprietor	n/a	n/a	n/a	n/a	1	.1%
Internal Auditor	53,050	64,500	75,000	64,120	5	.7%
Government Auditor	52,000	55,000	65,700	58,696	27	4.0%
External Auditor	n/a	n/a	n/a	n/a	1	.1%
Supervisor (Non Accounting)	n/a	n/a	n/a	n/a	1	.1%
Analyst/Internal Consultant	49,875	60,550	76,950	64,500	16	2.4%
Consultant	45,000	58,100	81,650	63,733	6	.9%
Other	32,850	54,250	64,200	52,567	12	1.8%
Group Total	47,250	58,000	72,000	62,623	668	100.0%

**Total Cash by Q19. (Employees Only) The level at which you work in your organization?**

	P25	Median	P75	Mean	Valid N	Col %
Entry / Technical Accounting	42,000	49,000	55,000	49,280	182	27.2%
Technical / Support	48,425	57,250	66,375	58,253	172	25.7%
Supervisory / Junior	50,000	61,850	72,500	63,481	140	20.9%
Middle Management	58,000	76,500	95,000	76,871	141	21.1%
Senior Management	65,000	86,800	106,000	95,716	31	4.6%
Other	n/a	70,000	.	67,167	3	.4%
Group Total	47,300	58,000	72,000	62,606	669	100.0%